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AUGUST 10, 1929

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Sales Management

The Weekly Magazine for Marketing Executives

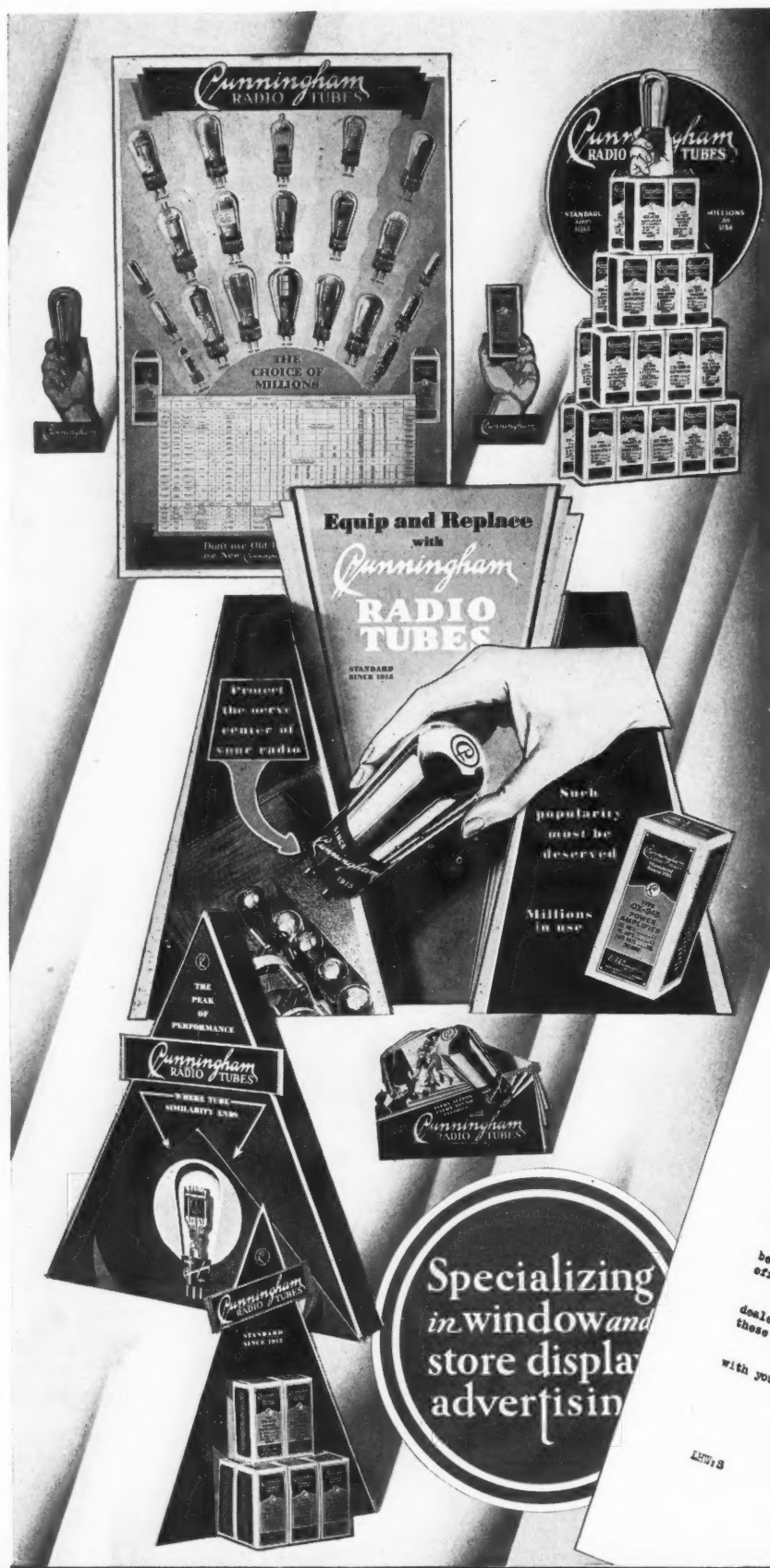


Robert B. Rose

*Vice-President in Charge of Radio Promotions,
American Piano Company*

American Piano Company **Offers**
the Radio Business

Where Can We Find Competent Men
for the Sales Force?



Setting the Stage for Cunningham Sales through dealers' windows

We have created these dramatic sales-stimulating displays for E. T. Cunningham, Inc., makers of Cunningham Radio Tubes, to tie-in with their intensive national advertising program.

Like many other national advertisers, this leading radio tube manufacturer recognizes the outstanding merchandising ability of our creative department.

They have found our close co-operation with their agency a potent factor in rounding out the circle of their complete sales campaign, by bringing dealer and consumer together at the point of sale of the advertised product.

L. H. WALDRON
Advertising Agency
19 West 44th Street
NEW YORK

Einson-Freeman Co.,
511 East 72nd St.,
New York, N. Y.

July 28,
1929

Gentlemen:

We are happy to add our word of commendation for the work you have done in preparing merchandising display material for clients of this agency.

The Cunningham Radio Tube displays have been beautiful examples of lithographic art and have proved effective sales stimulants.

Many letters have been received from radio dealers throughout the country complimenting us on these displays.

We have always found it a pleasure to work with your organization.

Yours very truly
Lewis H. Waldron
L. H. Waldron Agency

EINSON-FREEMAN CO., INC.

Lithographers

OFFICES AND COMPLETE MANUFACTURING PLANT

511-519 East 72nd Street • New York City

Inventors and Manufacturers of the Einson-Freeman Patented Double Tier Container



"Ask him NOW—
he'll say Yes!"

AT THE PSYCHOLOGICAL MOMENT

He can give his mother the high sign when the time is ripe to ask for that new car . . .

He is the world's master psychologist—that young despot of the home. For he knows that once he's got his smile the world is his.

He never heard the words, but he knows by instinct the time when sales resistance is at its lowest ebb.

He could give the advertiser a tip or two about the way to put an ad before a smiling public.

Is your market the "Enjoyment of Living" market? It is in its best humor when it is seeing LIFE advertising. And a good humor is a buying humor.

LIFE

LISTO

Easy-Grip PENCILS



**YES—
Pencils
ADVERTISE
and SELL
Your Product!**

Particularly, Better
Pencils!

DAY after day big advertisers re-order Listo Pencils. Sure of this advertising and selling medium—and CONCLUSIVE EVIDENCE of the INDIVIDUAL MERITS of Listo—"the family pencil."

Note this combination of superior features: Exclusive center-turn, locked-in mechanism, built as ruggedly, and operating as simply as a jack. No soldered parts; only one rivet—here is center balance; strength; lifelong durability—simplest operation.

Barrel of the same unbreakable, non-metallic material as fine fountain pens—light, durable, FLEXIBLE, RESTFUL—with knurled grip that INSURES GREATEST EASE IN THE FINGERS—full writing relaxation. Tight gripping, spring-tension point that gives sure lead control and lead economy.

Your trade mark, name, slogan, emblem, or other advertising reproduced in color on this "friendly pencil" develops lasting good will through its amazing efficiency and comfort—actually CREATES SALES! Five type lines imprinted free.

Listos come in a number of bright colors and their attractive finish improves with usage. Leads all colors.

Write today for descriptive literature and quantity prices. Address Dept. 'B'.

Listo Pencil Corporation

Alameda, California
Chicago: 202 S. State Street

Eastern Representative:

HAROLD E. SEEGER CO., INC.
343 Broadway New York City

"Favorite of a Million Users"

Survey of Surveys

BY WALTER MANN

Thumbnail Reviews for July Domestic Commerce, July 1

Chart showing life expectancy of independent drug and grocery stores in Buffalo, N. Y., made by Bureau of Business and Social Research, University of Buffalo.

Operation and Compensation of Missionary or Junior Salesmen (report 296), a report of an investigation on missionary work in connection with sales activities, based on the experiences of over 500 sales executives. The Dartnell Corporation, Chicago, Illinois—26 pages.

Industrial Survey of Texarkana, Arkansas-Texas. Texarkana Chamber of Commerce—64 pages.

Commercial and Industrial Organizations of the United States, Revised Edition, 1929. Government Printing Office, Washington, D. C. 272 pages (\$5.60).

Domestic Commerce, July 8

Review of preliminary report of distribution methods of candy manufacturers, by Foodstuffs Edition of the Bureau of Foreign and Domestic Commerce.

Chart showing relation of bad debt losses to use of a credit bureau in 409 retail stores in Louisville, Ky., 1928.

Use of Cotton Goods in the Boot and Shoe Industry (Bulletin No. 3, New Uses for Cotton Series), Textile Division, United States Department of Commerce, Washington, D. C.—18 pages.

Credit Extension and Business Failures (Trade Information Bulletin No. 627). A study of credit conditions and causes of failure among grocery retailers of 451 stores.

Domestic Commerce, July 15

Review of study on growth of voluntary chains, by American Institute of Food Distribution, Inc., 369 Lexington Ave., New York City.

A Survey of the Restaurant Industry, summary of a nation-wide survey, covering 1,248 cities and towns of more than 2,500 inhabitants. Patterson Publishing Co., 5 South Wabash Ave., Chicago.—18 pages.

The Critchfield Digest of Merchandising and Advertising Information, the 1929 edition of this reference book, which contains detailed information on newspapers, magazines and trade papers in the United States, together with statistical data by cities on population, passenger cars, retail outlets, leading industries, etc. Critchfield & Co., 14 East Jackson Boulevard, Chicago, Illinois. Not for general free distribution.

Preliminary Report, National Retail Credit Survey, Domestic Commerce Division, Bureau of Foreign and Domestic Commerce, Washington, D. C.—25 pages.

Domestic Commerce, July 22

Chart showing comparative trade of in-

dependent (single) stores and chain stores (two or more units) in nine cities.

Domestic Commerce, July 29

Selling Mrs. Consumer, by Christine Frederick. A detailed study of the importance of American women as consumers; the habits of buying, psychology, wealth and income, response to advertising appeal etc. The Business Bourse, 15 West 37th Street, New York City—405 pages. (\$5.00.)

Manual of Chain Store Progress and National Chain Store Directory, Lestico Publishing Company, Los Angeles, California.

Other Studies in July

The classes of toilet goods which produce the most profits in drug stores. Bulletin No. 5 E. Druggists' Research Bureau, 51 Maiden Lane, New York City.

Nation-wide toilet goods stock control. Success of retail drug stores. Druggists' Research Bureau. Bulletins are available to subscribers at \$2.00 a year.

Market study on motor oils and registrations of automobiles in the Illinois State Journal trading area, by the merchandising department of the Illinois State Journal, Springfield, Illinois.

Market study of scouring cleansers, motor oils, flavoring extracts, macaroni. Illinois State Journal, Springfield, Illinois.

Commerce Year Book official survey of developments in all branches of industry and trade in the United States. Superintendent of Documents, Washington, D. C. 670 pages (\$1.00).

Employment and Buying Power in 1928, by William A. Berridge, economist, Metropolitan Life Insurance Co., New York City. Reprinted from the *American Journal of Sociology*, May, 1929. Policyholders' Service Bureau, 1 Madison Ave., New York City.

Hardware store survey, a study of merchandising, expense, profit, in the Blue Book issue of *Hardware Retailer*, July, 1929. National Retail Hardware Association, Indianapolis, Indiana (\$1.00).

1928 Residential Building Construction, compiled by the Research Service Department of the American Home and Country Life from figures furnished by the F. W. Dodge Corporation. Doubleday, Doran & Co., Inc., 244 Madison Ave., New York City.

Shopping habits of New Jersey people as between New York and New Jersey stores. Retail Research Association, 1440 Broadway, New York City. 12 pages (free).

Survey of "Bare Leg on Full-Fashioned Hose Sales." *Women's Wear*, July 26. Fairchild Publications, Inc., 8 East 13th St., New York, N. Y.

The Baking Industry; a market analysis. *Bakers' Weekly*, 45 West 45th St., New York City (free).

(Continued on page 261)



TIME

TO REACH THE MOST INFLUENTIAL U.S. FAMILIES • • ECONOMICALLY, EFFECTIVELY.

Our Old Friend Reader-Interest

★ Every magazine advertising salesman has a reader-interest story to tell

Some of these reader-interest stories are genuinely interesting. Here's ours:

In November we mailed (once) an 80-question inquisition to 10,000 TIME subscribers, taken alphabetically from our circulation files. No inducement was offered to reply.

40% returned filled-in questionnaires (4,033).

33% say they "have consciously purchased products or services advertised in TIME".

25% say they "have answered TIME advertisements."

80% report they read TIME "cover-to-cover habitually".

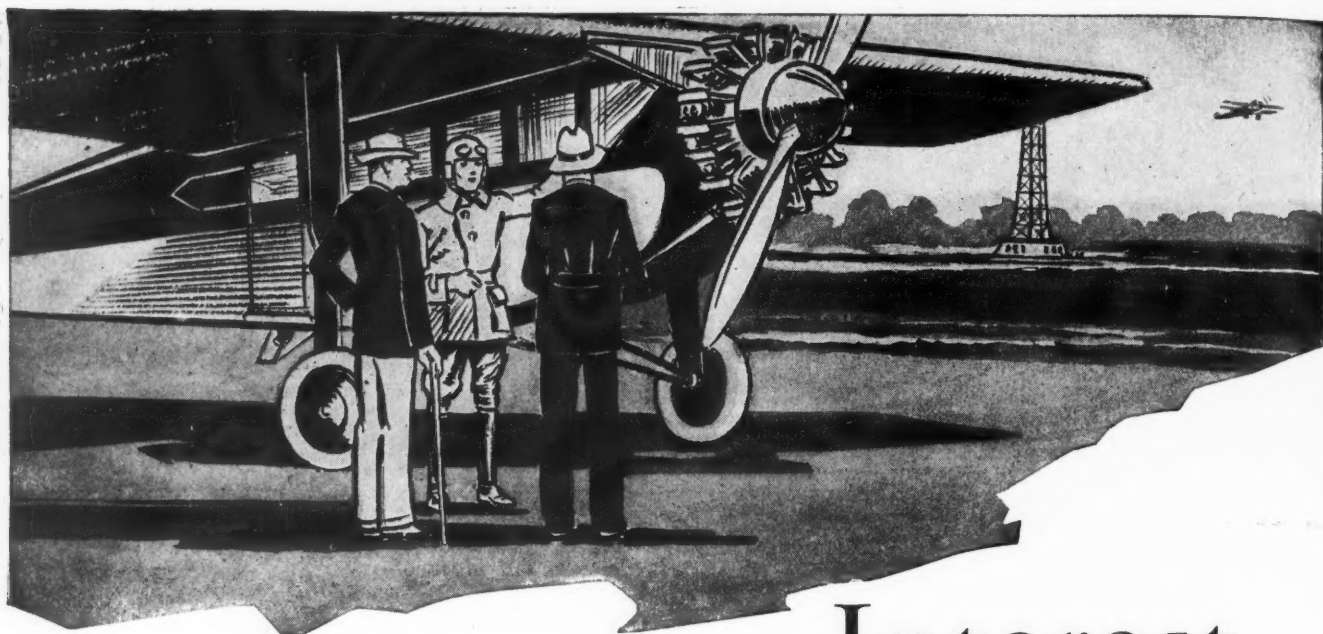
★ **READER-INTEREST
VITALITY** ★

Write TIME'S Promotion Manager for a copy and result-analysis of this illuminating questionnaire—"Do you own a horse?"

THE VITALITY OF TIME'S PAST AND PRESENT INSURES TIME'S



FUTURE

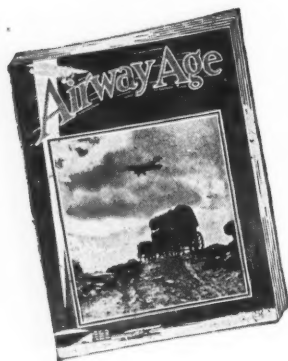


Interest and Confidence...

THE nation-wide interest in aviation and the growing confidence in modern aircraft are responsible for the remarkable growth of the aeronautical industry throughout the country.

And it is the widespread interest and confidence in the practical authoritative, technical information published by *Airway Age* on every phase of aviation that are responsible for the rapid growth of this publication.

Applicant
A. B. C. Membership



As a result of its leadership in editorial service, *Airway Age* has enjoyed an astonishing increase in the number of paid subscribers among the men who specify and influence purchases of aeronautical products . . . aircraft manufacturers, aircraft, aircraft engine and accessory dealers and distributors . . . air transport, air service and airport operators . . . plane owners . . . and pilots.

And the great influence and prestige it has won among these men have made *Airway Age* a most effective advertising medium. How widely this fact is recognized is indicated by the growing number of advertisers whose sales messages appear regularly each month in *Airway Age*.

A Simmons-Boardman Publication

30 Church Street, New York

105 W. Adams Street, Chicago

Terminal Tower, Cleveland

17th & H Sts., Washington, N.W.

215 Market St., San Francisco

VOL.
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RAYN
Editor

14
A. T.

G. D.

CATTS

Establ

VOL. XIX. No. 6
August 10, 1929
Published Every
Saturday

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The Weekly Magazine for Marketing Executives

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Established 1918 by The Dartnell Corporation. Member Audit Bureau of Circulation and Associated Business Papers, Inc. Operated in association with Federated Business Publications, Inc. Telephone Lexington 1760, New York. Cable, Elbill, New York

Sales Management Fundamentals

By RICHARD C. HAY

Mr. Hay is known to many of our readers through his contributions to SALES MANAGEMENT. He was formerly Director of Sales and Advertising of the May Oil Burner Corporation, and Manager, Sales Training and Sales Promotion of the American Radiator Company—a successful, experienced sales manager whose book is a practical story of interest to every Sales executive.

Here is the first practical discussion by an experienced Sales Manager of the all-important problem of training senior salesmen. Also a thorough discussion of the training of new salesmen.

There is a splendid chapter on **RESALE—Helping the Dealer Make Money**, a subject of great importance never before covered in a book. Also chapters on the Sales Manual; Sales Quotas; Payment of Salesmen; Sales Problems of the Small Manufacturer (also new); Sales Promotion, and Branch Management.

Price Postpaid \$3.50

SALES MANAGEMENT

Book Service

420 LEXINGTON AVENUE
NEW YORK CITY

Sales Management,
Book Service,
420 Lexington Ave.,
New York, N. Y.

Gentlemen:
Please send SALES MANAGEMENT
FUNDAMENTALS to:

Name.....

Company.....

Address.....

City.....

☐ Send Bill

☐ Check Herewith

The Market Basket

For Siamese Twins

Now and then, in circuses and such places, we have had occasion to pity the poor fat men and the Siamese twins, not because they were freaks but because of the difficulty they must have in getting clothes to fit them. In the usual order of things, Messrs. Hart, Schaffner & Marks and Kuppenheimer could do nothing for them. Like it or not, they had to have their clothes made to order by a tailor or a tent-maker or whoever is responsible for such a job. Being of rather unusual size they could take advantage of no Summer clearance bargains and no wide variety of choice in the popular sizes.

The predicament of those people who ride in rumble seats of motor cars has been in many ways similar. No clothing manufacturer, to our knowledge, has come out with advice on what the well-dressed rumble-seater should wear. Probably none of them dared. The wear and tear of the elements on such apparel was too great. But now comes B. Altman & Company, New York department store, with a garment which seems to solve the problem—both for the rumble-seaters and for the Siamese twins. It is called the "open seat Poncho" and is a single garment to be worn by two people at the same time, covering both heads and both pairs of shoulders with a rainproof material of rubberized pongee. It fits snugly about their necks and fastens securely to the seat. Two hats of the same material go with it. What would happen if you and your seatmate had disagreement would make an interesting conjecture.

Ready Cut Meats

People who have worried a little and thought unseemly things when the butcher cut off chops bigger than they wanted, and been promptly charged for it, or who have been disconcerted to find that half the "meat" they paid for was fat or bone, will be interested in the plan of one of the largest meat packers (name to be announced later) to pack certain standard sizes of lamb and pork chops, lamb shoulders and other meats in cellophane wrappers. From the packers' point of view the plan provides economy in preparing individual cuts at the plant by extract-

ing bone and fat while it is fresh for immediate conversion into by-products—and more business, by enabling people readily to identify his products.

Brigham Young, Retailer

In the controversy (if there is a controversy) over who was the originator of the department store idea John Wanamaker has a rival in Brigham Young. The Zion's Cooperative Mercantile Institution in Salt Lake City (better known as Z. C. M. I.) was established by Brigham Young in 1868. The Z. C. M. I. now employs 1,000 people and does an annual business of more than \$12,000,000—a small amount for a city of 140,000 people. It is not exceptional for people to come 600 miles or more, from virtually every section of Wyoming, Idaho, Utah, Nevada and other states, to shop there.

Consolidated Slogans

The scrambled slogan game, wherein Maxwell House's "Good to the Last Drop" was supposed to be the message of an airplane company, has been supplanted by a new game—a new merchandising idea, and more constructive. The idea might be called Consolidated Slogans, and means the merging of the slogans of two companies to promote the service of both. The Eastman Kodak Company and Western Union, are trying it in window displays, emphasizing the joint idea "Kodak as You Go, and Don't Write—Telegraph."

Tests

A card from the Perfect Circle Company, makers of piston rings at Hagerstown, Indiana, tells of the operations of their proving ground, in which "automobile motors are run steadily twenty-four hours a day, week after week, month after month—testing, testing, testing—to determine the best piston ring equipment for these motors."

This business of tests—both mechanical and market—is assuming increasing importance in American industry. The ability of an automobile or a vacuum cleaner, a tire or a steel rail, to stand up under stress, has become more remarkable than the owners and users of these things sometimes realize.



SUCCESSFUL ALUMNI

Just as a college prides itself on the achievements of its graduates, so do we take genuine pride in the noteworthy success of men who were "formerly with Williams & Cunnyingham."

In every business, room at the top is necessarily limited. During the 28 years of this agency's existence it is natural that good men should come—and go.

Many of these "good men," who now head or are important factors in other big organizations, admit that their experience here has contributed in no small measure to their progress and achievement.



6 North Michigan Ave., Chicago
Franklin Trust Building, Philadelphia
Rockford National Bank Building,
Rockford, Illinois
Metropolitan Bank Building, Toronto,
Ontario, Canada

Williams & Cunnyingham

WHOSE BUSINESS IS THE STUDY AND EXECUTION OF GOOD ADVERTISING

A GAIN

in Department Store Advertising

by the LEADER

in Department Store Advertising



Nothing is more indicative of the direct selling power of a newspaper than the volume of Department Store Advertising it publishes. Department stores want quick, tangible results from their advertising. They sell nearly everything to nearly everybody. They know the New York market and the New York newspapers. A newspaper that produces results for department stores will produce results for all advertisers of worthwhile products.

For years the Department Stores have used more space in The Sun than in any other New York newspaper—seven-day morning as well as six-day evening.

During the first six months of 1929, The Sun published 3,067,614 lines of Department Store Advertising, leading the second newspaper by 507,750 lines and making a gain of 27,169 lines over the corresponding period of last year.

DEPARTMENT STORE ADVERTISING

New York Newspapers

AGATE LINES

	Year, 1928	First 6 Months, 1929	June, 1929
THE SUN	5,829,417	3,067,614	504,355
Evening World	5,290,071	2,559,864	407,945
Times	5,150,332	2,447,384	384,699
Journal	5,305,442	2,363,437	330,425
Herald Tribune	3,608,909	1,756,583	290,483
News	2,227,722	1,341,832	214,817
American	2,684,920	1,101,546	190,916
World	1,627,075	694,269	117,101
Post	987,959	530,982	71,494
Telegram	580,161	360,977	64,954
Graphic	172,169	41,974	7,252
Mirror	116,496

Of the five newspapers carrying the largest volume of advertising in this important classification, The Sun was the only one to show a gain during the first half of this year.

The fact that these keen buyers of advertising prefer The Sun to all other New York newspapers—and are increasing the space used in The Sun—is significant to all concerns, local and national, who want to place their advertising where it will get results.

▲ ▲ ▲

The Sun

NEW YORK

The Newspaper of Distinction in its Readers, its News and its Advertising

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME NINETEEN, NUMBER SIX

NEW YORK, N. Y., AUGUST 10, 1929

Where Can We Find Competent Men for the Sales Force?

BY JOSEPH P. GLASER

*General Sales Manager, Chamberlin Metal Weather Strip Company, Inc.,
Detroit, Michigan*

A RAILWAY switchman who had lost his job walked into one of our branch offices one day several years ago, looking for work of any kind. He appeared to be conscientious and we interviewed him with the thought that we might take him on as a helper for our installation crew. He impressed us so favorably during the course of the interview, however, that we began to think perhaps he could sell. He had never sold anything, but we gave him some preliminary training and sent him out to see whether he could sell weather strip. He could and he did. He is still selling weather strip for us and has done acceptable work from the first.

Several years ago one of our employees obtained a personal loan from a young bank clerk and found difficulty in repaying it promptly. One day he brought the bank clerk down to the office and persuaded us to give him a trial as a salesman. That former bank clerk is now manager of one of our big city branches.

One of our best branch managers was formerly a wool comber in a New England textile mill. He came to us seven or eight years ago and we put him on as an installer. He hadn't been installing long before he began to turn in orders from neighbors and friends of those in whose homes he installed weather strip and in due time we promoted him to salesman. He

became a star salesman, was promoted to branch manager, and has been highly successful without exception.

A large department store in an Eastern city sends barbers to the homes of customers on request. One day the wife of our branch manager there had a barber out to cut the children's hair, and, while there, the barber asked her whether she thought her husband could furnish him better employment. He was making only about \$35 a week and he was looking for an opportunity to take up some other trade that would be more remunerative. He thought perhaps he could install weather strip. After an interview the branch manager decided to try him as a salesman. He has been selling weather strip for the past six years and finds it much more remunerative than barbering.

One of our all-star salesmen formerly worked for his father in a fur store adjoining one of our branch offices. His father was a pretty hard taskmaster and frequently upbraided the boy for not doing more. The boy became acquainted with our salesmen and often thought he worked much harder than they and got less pay, while he was also scolded for not working even harder. When the opportunity came he left the fur business and began selling weather strip. He has been selling for us ever since and is a consistent big producer.

Another of our branch managers



"Our representative does not look at random for salesmen; he goes to a given point to see a certain prospect who has been recommended."

This company has taken men from many fields—mechanics, bank clerks, barbers, retail clerks, ministers—and built them into successful salesmen. Several of Chamberlin's plans for recruiting good men are described in this article. This is the first of a group of articles by well-known sales executives on this subject.

was formerly a minister. He quit the ministry and began selling a specialty, then became acquainted with some of our salesmen and joined us. He was a very successful salesman and has been successful as a branch manager.

This rather wide variety of examples is given to illustrate the point that good salesmen are recruited from practically every field of endeavor. So far as I know, there is no one best source from which to obtain salesmen. At the same time, I do know from many years' experience that good salesmen are to be found in almost any occupation or profession.

Some ways of locating them are doubtless better than others, although there are almost innumerable ways of doing so.

One interesting experiment which I have tried from time to time with very satisfactory results is that of picking out men behind the counter in retail stores.

Tries Out Clerk

A single example will illustrate my method. I went into a men's furnishings store and asked to see a tie. The clerk showed me what he had and I found fault with everything, including him, his goods and his service, meanwhile observing how he met my objections. I did this in five or six stores before I found a man who impressed me satisfactorily.

I then questioned him about his work, asking what time he came on duty, how many hours he worked, what salary he drew, and so on. I learned that he came to work at eight, had a half-hour for lunch, and worked till 5:30 o'clock every day except one, when he worked until nine or ten in the evening. His salary was \$27.50 a week.

I then told him of the opportunities in selling weather strip, pointing out that if he made only one sale a week he would earn as much as he was getting and that if he worked as many hours a week for us as he was working in the store he would surely average more than one sale a week. I was so sure of this that I was willing to guarantee him an income of \$27.50 a week, notwithstanding the fact that ours is a commission plan.

He took the job and has been with us about a year and a half now. He has averaged better than \$50 a week and should improve considerably now that he is thoroughly established in the work.

Another plan which I believe is something new and which we have hopes will work out very satisfactorily is that of asking officers of lodges, banks, schools and other organizations

in territories where we need a representative to recommend someone.

This was suggested to me by the fact that two members of a society to which I belong were looking for positions. For certain reasons, we could not take them ourselves, but I would have been very glad to recommend them to someone else. This suggested the thought that other lodge and society members were doubtless in the same position and would be doing their fellow members a favor by recommending them to some reputable employer.

Consequently, I have lists of lodge officers of several well-known fraternal organizations and when we need a representative in a given territory we ask one or more lodge officers in that territory to recommend someone. I might add that I had considerable difficulty in obtaining these lists and was successful only after I had given satisfactory assurance that they would not be used for advertising purposes or solicitation of any kind; that, on the contrary, my purpose was to help members who might be in need of just the help I offered.

County Representation

The plan is employed principally in obtaining representation in counties not worked intensively by a metropolitan branch in the territory. We keep a record of branch sales by counties, showing population and sales by weeks, with totals for months and years. Turning through this record, we readily find some counties in which sales are high and others, equally as good territory, in which sales are low. We have also gone to the extent of preparing statistics on the performance of some county representatives, showing how they started in a small way and gradually built up a lucrative business.

From this record we pick out counties in which we wish to secure representation, then write officers of one or more lodges, asking them to recommend someone who would make a good salesman for us.

We then send a representative to interview those so recommended. This representative is not looking at random for salesmen; he goes to a given point specifically to see a certain prospect. He talks with the prospective salesman and, if he is favorably impressed, suggests that the prospect work with him a few days. Our representative gets some business while giving the prospect his preliminary training. Meanwhile, he tells the prospect about the experience of our representative in another county who started, say, six years ago and grad-

ually built up his business there from about \$40 to over \$100 a week. If the man recommended is suitable to us, we seldom have difficulty in lining him up.

This plan has proved so successful that we are extending it to take in some prominent business and professional men, such as bankers and superintendents of schools. On the other hand, it has not been in effect long enough for me to cite specific examples of salesmen who have been conspicuously successful. It is enabling us to get in touch with desirable prospects in territories where we desire representation, however, and that is the most important consideration at present.

Salesmen from All Fields

So far we have used the plan only in gaining representation in counties not already thoroughly covered by a metropolitan branch and such representatives work in their home territory or nearby. We haven't tried it in large cities, though we may do so later.

Good salesmen are to be found in virtually every field, but, unfortunately, poor salesmen are found in the same fields, and there is no known standard by which to distinguish the good prospect from the bad, except in a general way. It has been my experience that color of eyes or hair, bumps on the head, and contour of features have no bearing whatever on a man's ability.

In general, we insist that a salesman have a pleasing appearance, average ability, honesty and diligence. We don't care for brilliant salesmen—they are seldom satisfactory.

Our salesmen must be bonded and this requirement eliminates many applicants. After a brief interview we ask applicants to sign applications for a personal bond, and if they know they can't pass or are unwilling to be bonded, they don't bother us any more.

The chief requirement, though, is that they work as many hours for us as they would in a factory or in the usual salaried position, and we emphasize this in employing new salesmen, as well as in all our relations with old salesmen. We remind them that if they were in a factory, office or store, they would work forty-four hours or more every week and that if they will work conscientiously for us an equal number of hours they will earn far more than they ever could in that factory, office, or store. If they don't care to work regularly, we don't care to employ them.

(Continued on page 272)



If you can make every worker in your general offices a salesman for the company's goods, as the Shell Oil Company does, how much volume could you add in a year's time?

Office Staff Rounds Up Half a Million in Orders

BY MANDUS E. BRIDSTON

THE Shell Oil Company of California has some 1,600 employees whose work is either in productive or administrative departments, and hence represents overhead expense rather than direct income. It is but natural that executive emphasis is placed on the selling staff, for through it comes the business that keeps wheels turning at a profit.

About three years ago, the Shell sales department, under the direction of E. L. Miller, vice-president in charge of sales, delved into the problem of why the lines between producers and sellers should be so sharply drawn. The question arose: Wouldn't it be possible to enlarge the selling staff by including producers and those in clerical positions? Surely the purpose of the business would be better served if everyone in the organization were a salesman. The management felt that this situation would not only multiply sales, but the morale would be greatly advanced, even the humblest employe feeling intimately a part of the business, if he could help swell profits, even to a slight degree.

At first, the company tried paying a commission on sales to the rank and

When the Shell Oil Company of California turned all their clerks and auditors and stenographers into the field to sell, they uncovered dozens of new prospects and reached many heretofore untapped markets. Their Sales Trophy Plan is described here.

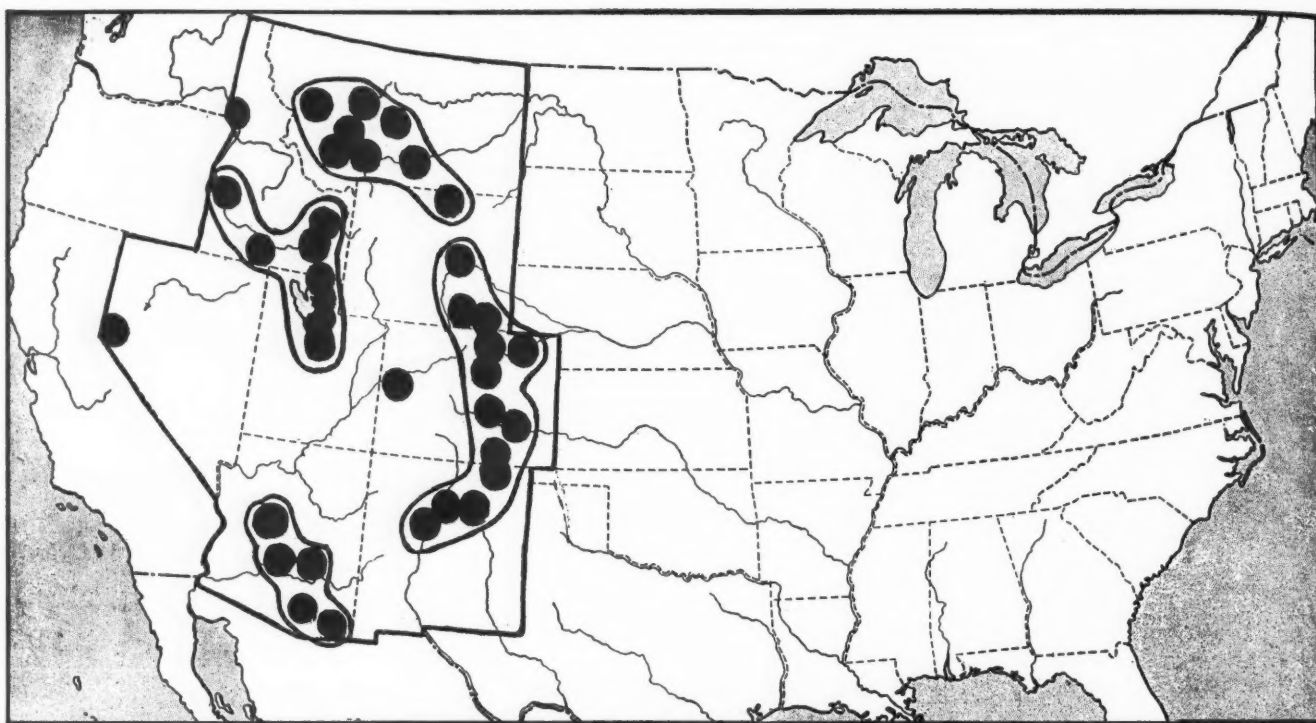
file of employees, but this was found unsatisfactory. The incentive was purely mercenary, and lacked the element of sporting competition. Also, the accounting work in connection with the plan was out of proportion to achievement.

On the other hand, the Sales Trophy plan evolved was a big success from the start. The entire effort of encouraging the non-selling employes to bring in business is premised on the fact that each employe has a circle of acquaintanceship he can sell. A striking example of this was a stenographer at the San Francisco headquarters, who achieved a \$2,000 sales volume in thirty days during a special

sales event in connection with the Sales Trophy Plan. She worked among her friends, and these friends in turn approached their friends, thereby multiplying the efforts of a regular salesman manifold.

Furthermore, each employe recognizes the executive importance placed upon selling, and participating in this phase of the business lends dignity to each employe, making him more valuable by virtue of pride in his job and achievements.

The initial plan aimed to take advantage of this personal pride in achievement and reward it by a certificate of recognition to be cherished
(Continued on page 264)



An explanation of this map is printed in a box on the facing page.

What Sales Managers Should Know about the Rocky Mountain Market

BY RICHARD M. SCOTT

Many sales executives will gain from this article a new appreciation of the real facts about the eight states which make up the "mountain group." The man who has made this interesting analysis was formerly director of the industrial development department of the Denver Chamber of Commerce. He is now financial editor of the Rocky Mountain News.

JUST now the nation's business leaders are particularly concerned over the problem of efficient and economical distribution of goods to the consumer. Therefore a discussion of any region as a potential market for goods and the best method of reaching that market may be timely.

To one observing the flow of retail and wholesale trade in the Rocky Mountain West, it is apparent that many distributors of national products, and even some of the regional distributors, have an incomplete grasp of the marketing problem.

One executive of a nationally

known manufacturing concern was asked recently why he was not making more of a sales effort in the Rocky Mountain territory.

"There are too few people and they are too widely scattered," was the reply. "I have figured out that the eight mountain states have a combined population of less than four and a half persons a square mile. That's too expensive a market. Outside of a few of the cities I can't see any possibility of doing business profitably there."

The executive was correct—as far as he took the trouble to carry his investigations.

The eight states of the mountain group—Montana, Idaho, Wyoming, Utah, Colorado, Nevada, Arizona and New Mexico—have a combined area of 865,017 square miles and a combined population, according to the census bureau's 1928 estimates, of 3,851,677 persons. That figures out at less than four and a half persons a square mile.

If the 3,851,677 persons were scattered about evenly over the 865,017 square miles of mountain and plain territory in these states, the problem of the merchandiser would be difficult indeed.

But the bulk of population of the Rocky Mountain West is grouped in well-defined areas which take the form of related zones of concentration.

A series of economic factors, operating over a period of seventy years, have contributed to a grouping of Western population which makes the problem of merchandise distribution not so difficult as it would appear at first glance.

As to the future, there is every indication that further growth, for several decades at least, will tend to accentuate the grouping of population.

The situation is about the same in

A Picture of the Denver-to-Reno Market

The map on the facing page illustrates the concentration of population throughout the eight Rocky Mountain states in well-defined marketing zones. Each of the thirty-seven black dots represents an area of thirty-five-mile radius. These thirty-seven market zones cover only 15 per cent of the total area of the mountain states, but

they include in their boundaries 56 per cent of the total population of the same group of states, and 70 per cent of the individual income tax returns. The irregular black lines enclosing groups of dots indicate some of the major wholesale or regional trade areas. The cities from which the thirty-seven centers radiate are listed in this article.

any relatively new country. When the potential wealth of natural resources overbalances the supply of available man power for its development, new arrivals move naturally into the areas which promise the greatest return for the minimum effort. In these days of mass production, in extractive as well as manufacturing industries, the tendency to concentrate man power is even more pronounced than in the earlier period when the Middle West was going through a corresponding stage of economic development.

A little experiment with the population figures of the United States census bureau shows the extent of concentration in the Rocky Mountain Region.

The accompanying map gives a graphic representation of the territory, with thirty-seven well-defined retail marketing areas indicated by heavy black dots.

Each of these dots represents an area of thirty-five-mile radius, centering around one or two cities or towns with well-developed business facilities.

The selection is to a large extent arbitrary and does not include all the zones of concentration. It has been made for purposes of illustration only. Areas of thirty-five-mile radius have been used, as that is an approximate measure of retail zones frequently employed in market analyses.

These thirty-seven market zones cover only 15 per cent of the combined area of the eight Rocky Mountain states—but they include within their boundaries 56 per cent of the total population of the same group of states

The figures are worked out from the data on population of towns and counties in the Federal census of 1920, adjusted to conform to the census bureau's population estimates by states for 1928.

Obviously such a method will have some minor inaccuracies, as certain towns and cities within each state have grown more rapidly than others. As the purpose here is only to show the general tendency to population concentration, it is not necessary to take account of the various claims of individual communities, many of which can show a rate of growth since 1920 substantially in excess of the census bureau's estimate.

Even the population figures, however, do not tell the full story of market concentration. The thirty-five-mile limit placed upon retail zones has resulted mainly from studies in states of continuous population density. Beyond the thirty-five-mile limit it was usually found that the population fell under the influence of another retail center.

But in the West the trade centers are fewer, and for the most part more widely scattered. As a result they draw more business from greater distances.

On the map appear irregular lines around certain groups of market zone dots. The groups enclosed in these irregular lines fall roughly into major wholesale or regional trade areas.

Of the 44 per cent of the population not included in the retail zones outlined, a considerable portion is located within the major trade region lines and in between the retail zones.

The large amount of white space on the map, outside the principal trade groupings, supports a population of much less density, which is consequently more difficult to reach by ordinary merchandising methods.

When it comes to distribution of the larger incomes, the concentration is even more pronounced. The latest analysis of annual income taxes collected by the Federal government shows that a little better than 70 per cent of the individual income tax returns, which represent the higher income groups in the population, are filed by people living in the thirty-seven zones, which cover only 15 per cent of total area and 56 per cent of total population. Concentration of larger incomes in the main centers of population, however, is a fairly general condition throughout the country and is not peculiar to the West alone.

With this picture of population distribution, it becomes evident that the problem of marketing goods in the Rocky Mountain region is not as difficult or impossible as might be imagined from a brief consideration of the figures on total area and population.

On the other hand, it would be a mistake to go too far and assume that the marketing problem is so simple that it can be solved by any brief analysis such as is presented here.

The groupings of population have resulted from efforts to obtain maximum production through the efforts of a given number of inhabitants.

The fact that the general grouping favors the efficient marketing of com-

(Continued on page 268)

FORM 81189

WEEKLY AUTOMOBILE EXPENSE REPORT

MAKE OF CAR

MOTOR NO.

SPEEDOMETER READING AT END OF

LICENSE NO.

DATE

192

THIS PERIOD

MI.

OUR SERIAL NO.

	1 MILES TRAVELLED	2 GASOLINE		3 OIL AND GREASE	4 TIRES, TUBES AND TIRE REPAIRS	5 NEW PARTS AND REPAIRS	6 GARAGE AND STORAGE	7 MISC.	8 DAILY TOTALS
		GALS.	COST						
SUN.									
MON.									
TUE.									
WED.									
THUR.									
FRI.									
SAT.									
TOTALS									

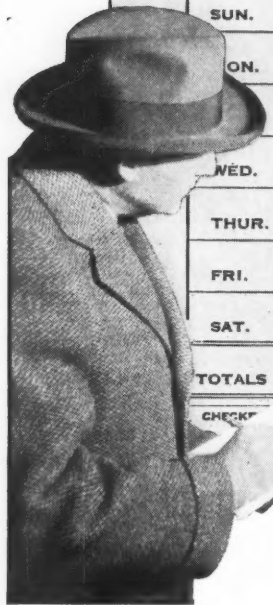
CHECKED

NOTED BY

APPROVED

SIGNATURE

ON REVERSE SIDE



The National Carbon Company is one concern that has consistently followed the all-expense weekly report plan. This form shows, on the back, the towns visited during the week by the salesman reporting.

How Twenty Companies Handle Automobile Expenses*

FLAT mileage allowances vary from five cents to eight cents per mile. The Ford Roofing Products Company, Chicago, requires no reports, giving each man eight cents per mile.

While not many of the Baker Ice Machine Company's salesmen operate in cars, due to conditions peculiar to that company's business, those who have compact territories are allowed five cents a mile. All cars are either Fords or Chevrolets. The Dennison Manufacturing Company allows seven cents a mile for cars owned by the salesmen, in addition to garage charges when the salesman is away from home. On cars owned by the company itemized reports are required. Regardless of the make of car the salesman drives, Graton & Knight Company pay him eight cents per mile, based on weekly speedometer reports. Kalamazoo Vegetable Parchment Company salesmen driving cars

ranging from Fords to Buicks are allowed seven cents per mile.

The flat rate plan has proved satisfactory to the Republic Flow Meters Company. Eight cents a mile is their rate. G. D. Stone, general sales manager, Fuller & Johnson Manufacturing Company, reports that his men operate on six cents per mile. They own various types of cars from Fords to machines in the class of Buick and Nash. This company requires the salesmen to carry personal liability and property damage insurance. When the salesman is on the road the company pays for storage of the car.

National Carbon Company, Inc., is loyal to the old detailed report method for handling expenses.

In connection with the costs of operating cars, the company furnishes this information:

"It is difficult to figure actual costs of operation until a car is finally disposed of, and the trade-in allowance taken into consideration. We have, therefore, computed our costs of

operation only, not considering at all the trade-in allowance at the time the car is traded in. These figures include only such costs as gas, oil, repairs, garage rent, etc., and do not take into consideration any insurance or depreciation. The average cost for our fleet over the past six years, on Chevrolets, Chryslers and Fords, is:

	Per Mile
1923	\$.0504
19240651
19250573
19260589
19270516
19280436

The Sweet Candy Company of Salt Lake City has tried out several different plans of car allowance, but Arthur Sweet, vice-president, describes the following as the most satisfactory:

"We do not demand a daily or weekly report covering mileage, etc., but have the salesmen include all expenses in their expense book. We allow salesmen \$1.00 per day depreciation while the car is in opera-

*Part I of this article appeared in SALES MANAGEMENT for July 27.—The Editors.

tion, and on a few territories \$1.25 per day car allowance. We predicate this allowance on the approximate life of the car—three years—and the trade-in value allowance from that time would cover replacement, or in the event it is necessary for the salesmen to trade in before the three-year period his car depreciation allowance would cover the difference between the cost of a car and its trade-in value.

"We maintain the salesman's car, taking care of the necessary repairs, upkeep and cost of operation, which includes all car expenses, the salesman charging all car expenses in his expense book every day and turning in sales slips with his expense books.

"We have found that this is the most economical way of operating in our territory. We have very few paved roads, cover a mountainous

and it is optional with us as to the car they use, but we urge them to buy cars from the Chevrolet to the Dodge class—from \$800 to \$1,200—as our depreciation scale is based on cars within this range of prices."

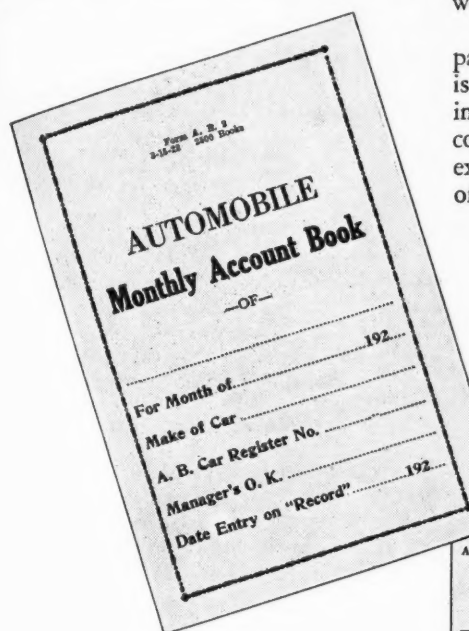
With each week's expense report, Essex Gelatine men turn in an automobile expense sheet, filling it out completely and adding the cost by lump sum to their expense account. This company has standardized to a large extent on Buick cars and has operated them at expense of a trifle less than six cents a mile. The general manager of the company points out: "As our men cover a number of states they are on the road continuously—sometimes two weeks at a time—we feel that the better type of car insures their comfort and well-being to an extent that the cheaper cars wouldn't do so well."

The Gulf Fertilizer Company, Tampa, Florida, is another concern that is finding higher-priced cars a good investment for their salesmen. This company owns all its own cars. "Our experience has convinced us," says one of the firm's executive staff, "that greater efficiency is secured from a salesman where the company owns the car and pays the expense of its operation. We have used several makes of car. Up until

the last six months we have used almost entirely the standard Buick. At the present time we are using Hudsons. We have found that this type of car is as economical over a period of years as the lighter car is and is a great deal more comfortable for the salesman to operate. Our salesmen drive on the average 3,000 miles a month, and with this amount of travel we feel that their comfort is of paramount importance."

Each of this company's salesmen is furnished with an automobile expense book (reproduced on this page), in which daily entries covering disbursements and mileage are made. At the end of the month these books are mailed to the home office, where expense is tabulated and a comparison made of the expense of one man's car against that of others. Where figures appear to be much higher than the average an investigation is made to determine the cause.

The Oliver Farm Equipment Company, Charles City, Iowa, operates a fleet of cars (the majority being Chevrolets and Fords) at an average per mile cost of \$.036. Each car is driven from nine to twelve months and is traded in for a new one. This company found, on a check-up after trade-ins, that they had averaged depreciation about \$20 higher than the



(Above) Each salesman for the Gulf Fertilizer Company is required to make daily entries covering disbursements and mileage in a small booklet. This is mailed to the office at the end of the month.

country and on an average our cars only cost us about six cents per mile. We realize that the salesmen, possibly, use the car to some extent for personal use, but we figure this would be a nominal additional expense and is a great deal more satisfactory than allowing the salesmen a flat mileage basis, as from experience we have found it hard to satisfy a salesman under this plan of operation as he figures it is a method of developing increased compensation.

"The salesmen buy their own cars

(Above) Dennison Manufacturing Company asks salesmen to itemize all expenses incurred on a form like this.

DAILY REPORT OF CALLS AND SALES MADE			
MAN	District	Date	192
FARM (CITY SALESMEN ONLY)			
MEMO OF EXPENSE—AUTOMOBILE (to 5 P.M. for preceding 24 hours)			
AUTOMOBILE Owner.			
Mileage			
Gas purchased	Gals. at		
Oil purchased	Qts. at		
GARAGE	Location		Cost
REPAIRS	Nature		Cost
NEW EQUIPMENT	Nature		Cost
Hotel	(American) Rate		Combs
Postage	Telegrams		
	Telephone		
Balance on Hand \$		Total Expense	
Name		A	B
1. Address			
Business			
Name			
2. Address			

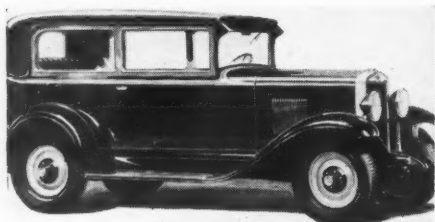
Wednesday	
EXPENSES TODAY	
Breakfast at	
Dinner at	
Supper at	
Lodging at	
RAILROAD FARE	
FROM	TO
AUTOMOBILE EXPENSES	
Gals. Gasoline	
Qts. Oil	
Storage	
Repairs (bill attached)	

Wednesday	
MILEAGE BOOK LEDGER	
Used	
FROM	TO
On hand For'd	
Total Used	
Balance left in Book	
SPEEDOMETER shows	
FROM	TO

(Below) A double spread from the Ballard & Ballard expense book. Entries are made daily and are totaled at the end of the week by salesmen.

actual depreciation proved to be, thus bringing the actual cost of operating cars down to \$.035.

This company also has a few Dodge cars and a few Pontiacs. "These have been operated at a very satisfactory cost," the company reports, "although

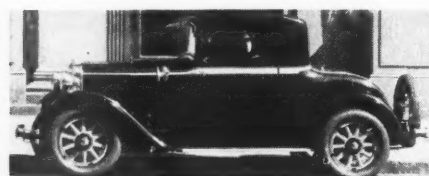


New Chevrolet coach

our Chevrolets show a little better cost than any of the other cars we have operated. This is especially true with regard to the monthly operating costs; the trade-in value of the Fords shows approximately the same as the Chevrolets. We find that it is more economical to drive these cars with six-ply tires rather than four-ply."

The present plan for handling records on salesmen's automobiles in this company involves the use of a monthly automobile expense report for each car, showing make of car, style, motor and serial numbers, license numbers, territory driven, salesman's name, and the usual list of items under operating costs: gas, oil, repairs. There is a column for daily mileage and spaces at the bottom for meter readings, average miles per gallon, tire pressure tested, batteries filled and tested, and other information. These are posted on a yearly auto record sheet on which final costs are computed. This company figures interest on the investment at 6 per cent and depreciation at the rate of 45 per cent a year.

The National Carbon Company uses a weekly expense report with spaces



Essex coupe

for daily entries (reproduced on page 239) and a space on the back for entering in sequence towns visited. This is mailed in with the weekly expense report of the salesman.

Graton & Knight combine the automobile expense report with the report for the salesman's other expense. In the transportation division of the blank the salesman enters the speed-

ometer reading at the beginning of the week and the reading at the end of the week, figuring the total mileage at \$.08 a mile, which is this company's standard allowance. This figure is then added in with his hotel and miscellaneous expenses. The report is made out in triplicate—one copy for the salesman, one for the branch office and one for the home office.

The weekly expense account has been eliminated by the Pillsbury Flour Mills Company, which has a bi-monthly system of reimbursing its salesmen for automobile expenses. This company has found it profitable to operate approximately 85 per cent of company-owned cars, the remainder being owned by salesmen. On smaller territories, averaging 800 or less miles a month, salesmen own their own cars and receive a flat mileage allowance, while company cars are used on those of larger area.



Pontiac's roadster

"We have worked out every possible means to eliminate detail in the handling of automobile records and our two forms used have been made with that idea uppermost," says C. V. Wells, of the automobile department.

The form used for salesmen-owned cars includes only two details: the date used and the miles driven. The expense reports for company-owned cars are itemized.

The company maintains a fleet of approximately 275 Model A Fords throughout the country, at a cost of about \$.045 cents a mile, including all costs except interest on the investment. In estimating the average mileage costs, every possible condition is considered, including all accidents.

One of the factors in cutting the costs of operating salesmen's automobiles is an educational campaign. Bulletins setting forth the proper care of cars are sent at regular intervals to all salesmen and reminders of duties toward their cars are printed on the bi-monthly expense account. The expense report form for company-owned cars asks: "What dates this period did you have the battery filled with distilled water?" and "Did you have the oil level in the motor examined the time you took gas?"

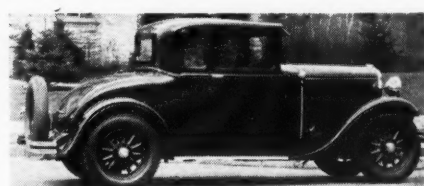
Each bulletin deals with only one

phase of caring for cars. They are sent out bi-monthly. Each is signed by Mr. Wells and on it is a photograph dealing with the particular phase covered in that bulletin.

Bulletins on these subjects have been sent out this year: authorizing service and repairs; lubrication Model A Ford; repair parts and discounts; Bendix starters and what happens when they are abused; generator, ammeter and battery; clutch pedal clearance; hydraulic shock absorbers; in fact every detail of operating and maintaining cars properly has been explained in these bulletins.

"Your operating costs are not as low as they'll go; please note suggestions inside," announces the cover of a four-page bulletin. A few of these suggestions are: "Complete lubrication will reduce repair costs. Changing oil every 500 miles will insure long-wearing motor. Ford dealer service will insure genuine Ford parts and service of trained personnel. A chemical cleaning cloth used will save washing expense. Proper charge rate on ammeter will lengthen life of the storage battery. (See Bulletin 6.) Ethyl gas will reduce carbon accumulation if used five to ten gallons weekly. Proper inflation of tires at all times will give more miles a tire."

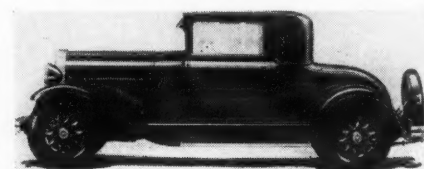
When a new car is purchased, with it go instructions for the salesman who is to operate it. These instructions



Dodge's "salesmen's favorite"

include operating data, giving the company rules and policies, how to make out the expense report, rules on passengers and personal use of car, storing during vacation and summer months, insurance data and forms for reporting accidents.

Company-owned cars carry the company name on both doors in gold letters. They are also equipped with a governor, which is sealed at a maximum speed of forty miles an hour.



Oldsmobile's newest model

The Curtiss Plan for Handling the Airplane Service Problem

As Told to Lawrence M. Hughes

BY G. SUMNER IRELAND

Vice-President and Director of Sales, Curtiss Flying Service, New York City

DESPITE its rapid growth, the aviation industry is not ready for the dealer or the salesman who is not, first of all, a pilot. For the professional salesman as such there is not yet a place. On the other hand, everyone engaged in selling air transportation must in a sense be a super-salesman—for he must be an educator as well.

The greatest sales problem before the aviation industry today is overcoming the prejudice many people still feel toward flying. The public must be made air-minded. Although this year probably 15,000 planes will be produced by American factories, and millions of miles flown in air transport, a large number of the people have never ridden in an airplane. Some have not even seen one. To them an airplane is an unknown, even a dangerous means of conveyance. To get these people in the air for the first time—to prove that aviation is as comfortable and virtually as safe as other forms of transportation, often more pleasant and always more speedy—is the primary job of every company and every man in the industry, whether he be salesman, executive, or mechanic.

Price Not Vital

On the other hand, if you have gone for a five dollar spin around an airport it is assumed that you are already in some degree air-minded and, regardless of the state of your pocketbook, you are in a sense an airplane prospect. The individual's pocketbook is not at present a great obstacle. Good planes are now being manufactured on almost every price level from \$3,000 up.

The Curtiss Flying Service is an outgrowth of Glenn H. Curtiss' Exhibition Company, and was established in 1910. Its original function was to act as the sales organization for Curtiss associated companies—which now include Curtiss Aeroplane and Motor Company, Curtiss-Robertson Airplane Manufacturing Company, Commandaire Company, Cessna Aircraft Com-

pany and the Ireland Aircraft Company. The flying service is also associated with such companies as the Transcontinental Air Transport, National Air Transport and others.

The smallest and lowest priced airplane which we sell is the Commandaire, \$3,350. Curtiss Aeroplane and Motor Company specializes in airplanes in the higher priced levels, although one of their best sellers is the Curtiss Robin retailing at \$4,000, a cabin type ship built on the same principles as higher priced ships. The Ireland Company is now devoted exclusively to the manufacture of amphibian planes, capable of landing with equal ease on land or water.

The National Set-up

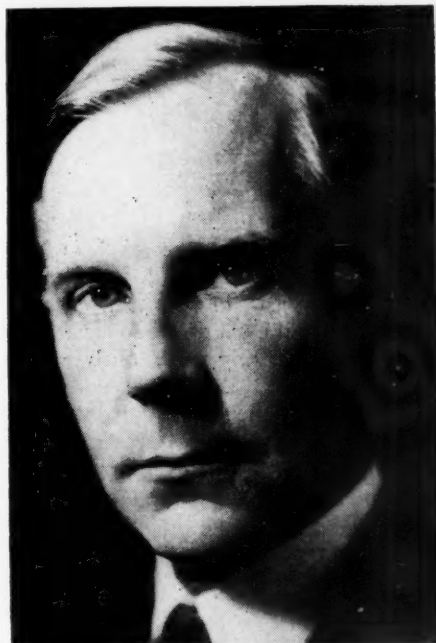
Our most intensive sales expansion efforts have been made recently. In the past seven months we have established thirty-five branches and seventy-six dealers throughout the country. We expect to have fifty branches and 200 dealers—fairly complete national distribution and service facilities by next spring.

Curtiss flying service maintains a factory sales force of a dozen men to contact the branches, and a retail force of thirty men to assist dealers. The headquarters organization and each of our branches, dealers, and representatives, sell not only planes, but parts and plane service, transportation service, and even aviation clothing, and disseminate information and books on aviation—all with the one idea of getting the people air-minded.

We prefer to have aviation equipment sold, and educational work done by men who have been—and still are—pilots, because of the danger of over-selling. A purchaser of an airplane might be led to believe he could land on a four or five acre lawn, or that he could learn to fly an airplane safely in five or six hours. That is what we mean by the danger of over-selling. I believe that airplane salesmanship is carried on as thoroughly and with as much restraint as in any

field I can recall. In other fields, however, overselling through an exaggerated impression of what the product will do, may mean only a dissatisfied customer; in ours, it may mean loss of life, and an unfavorable reaction on the entire industry.

Airplanes have made remarkable strides in the past quarter century, but like every other device of human manufacture they are not yet infallible—they must be operated by experienced hands, and must be adequately serviced and inspected. In addition to educating people as a whole we are also trying to extend the use of airplanes by people who already employ



G. Sumner Ireland

Because sales executives in so many different fields are watching, with a high degree of interest, the approach the airplane manufacturers are making to their somewhat intricate sales problems, we have asked the head of Curtiss sales to outline that company's distribution set-up.

them. For example, we are working to overcome the seasonal slump in the winter by increased use of closed bodies, and installation of adequate heating apparatus. Airports, too, are adopting cement or cinder runways, and the fields themselves are being kept clear of snow.

The distance from metropolitan centers to surrounding airports has been and is still a problem. In many cases it takes longer to get from the heart of a city to its nearest airport than it does to fly 100 miles from there to the airport of a neighboring city. Because most large cities are on the water, we believe this obstacle will be overcome by the increased use of amphibian planes, capable of unloading passengers on the water front.

An experience of our own company will illustrate this. The Chicago Airport at Sixty-ninth Street and Cicero Avenue is about an hour by automobile from the Loop or post-office. We recently started a shuttle service with amphibian planes, which pick up the mail from the transcontinental planes at the airport, and land it on the lake-front in six minutes, directly in the heart of Chicago.

Building Dealers

In the seven months since the present sales organization was launched, we have not only established dealers and branches in strategic points throughout the country but have most of them operating on a fairly profitable basis. Dealers have on hand, varying with their size, from three to thirty planes. The proximity of one of our thirty-five factory branches to each dealer makes possible quick deliveries of planes and parts. At present, progressive dealers are ordering three planes for every one they expect to sell immediately. The reason is that they, like ourselves, maintain local flying services, and have planes available for charter and special work—all a part of a general educational program.

Of the seventy-six dealers we now have, forty-one have previously been airplane dealers for other manufacturers; twelve were launched this year either by a business man who asked us to help him get started in the aviation business, or who backed some one else, and the remainder were automobile distributors we helped to launch in the airplane field. We are watching the last group with especial interest.

Some of our educational work is, of course, more spectacular than others—for instance—we are now featuring the record-breaking endurance flight in St. Louis, which lasted 420 hours.

This flight was made with one of our stock Curtiss Robin machines, powered with a Curtiss Challenger engine. Naturally, all of our present promotional work ties in with this event.

Whether the "professional" dealers or salesmen may later become an important factor in airplane selling, as in the automotive and other fields, is

too early to yet predict. It may be their introduction would increase the industry's ability to merchandise its products. But for the present at least, I think the nature of our product, and the knowledge of its uses, limitations, and possibilities, required of those who sell it, tends to restrict sales to those who know how to fly.

Jobbers Tell What Lines They Push and Why

BY JAMES TRUE

WHEN the sales manager of a manufacturer wonders how he can induce the wholesaler to push his line, he should look to the general selling policy of his company for an answer, rather than to high-pressure selling or price concessions, according to officials of five representative grocery wholesale houses.

Undoubtedly due to the competition of the chains, wholesalers in the grocery field, with few exceptions, have realized the necessity of real selling. As never before, they are studying the problem of their customers and endeavoring to train them and their clerks to sell non-competitive products, many of them unadvertised. The wholesalers' accomplishment in this direction is illustrated by the stock on the shelves of almost every successful independent retail grocer.

A wholesaler who has introduced a number of specialties on which his customers do not compete with the chains declared new food products, of high quality or unusual and attractive flavor, are more easily introduced than any other commodities. According to his statement, although we are supplied with a greater variety of foods than of any other necessity, the majority of men, women and children crave still greater variety. Hence, almost anyone will gladly sample a new food product, or accept it on the recommendation of a retailer, and continue to buy it, if the quality and flavor are appealing. Given the right product, any intelligent retail salesman can introduce it to a large percentage of his customers, or substitute it for a called-for standard brand four times out of five, he said. Many retail grocers have learned it is profitable to do this, for it requires but a few moments and customers usually continue to buy without further solicitation.

Indications are that food manufacturers, large and small, are taking advantage of this phase of distribution, and that many others are willing to conform their selling plans to meet the demands of the wholesalers and win their support. Hence the question to the five wholesalers mentioned: Who are the principal manufacturers whose goods you favor, and why do you instruct your salesmen to push their brands?

In answering the question, G. W. Hammer, a member of the firm of the Bristol Grocery Company, Bristol, Virginia-Tennessee, explained that there are three reasons his company favors certain lines, and added:

"First, we push lines on which we have exclusive sale in our territories. These are such lines as are sold by Stokely Brothers Company, Lutz & Schramm Company, Curtis Brothers & Co., King County Packing Company, Diamond Rubber Company, Saginaw Match Company and Shivar Springs Company.

"Second, we push lines with uniform prices, on which there are no free deals. We believe free deals are one of the worst things with which we have to contend. They place larger merchants in a position to get better prices and thus to take an unfair advantage of smaller merchants. For this reason we push lines like Quaker Oats, White House Vinegar and Clark Thread.

"Third, we do not push lines for manufacturers who make drop shipments, as we believe the drop-shipment plan to be very detrimental to the business of wholesale grocers."

John A. Russel, president of Lipscomb-Russel Company, Greenville, South Carolina, emphasized the necessity of support and cooperation from the manufacturer and the destructive

(Continued on page 266)

This Sales Kit Closes even the Hard-Boiled Buyers

A SIMPLE but most effective salesman's kit used by the Judson Bradford Company of Detroit, Michigan, won the prize for the best salesman's portfolio submitted at the recent convention of the National Association of Real Estate Boards, held in Boston.

The kit is about ten by twelve in size and approximately three inches thick. The covers are of good-grade leather, adding to its appearance and durability. The contents are arranged in index form so that the salesman can turn quickly to any particular subject needed without loss of time or allowing the prospect's interest to relax. Loose literature such as booklets, pamphlets, etc., are kept neatly in two pockets fitted on each cover. No loose papers of any sort are kept in the body of the portfolio itself.

Each kit is complete in itself. The salesman is thus enabled to sell any prospect at a moment's notice. In his portfolio he has detailed maps, diagrams, descriptions and photographs of everything in his territory. In other words, he is prepared to sell a school, residence, industrial site, apartment house or factory whenever he meets a prospect interested in any one or more of these items. He can strike while the iron is hot and thereby gets the jump on any competitor.

The winning kit depended entirely upon eye appeal to put over its sales message. The salesman was left to supply any detailed description or explanation needed.

A point influencing judges to give first place to the Judson Bradford kit was that it was given over entirely to selling of the company's offerings and not the company itself. Many kits



BY CARROLLE PELLISSIER

Armed with a portfolio crammed with facts and pictures, no Judson Bradford man has to grope about for sales facts while his hot prospect cools off and decides not to buy. Each of this company's salesmen has a kit individualized to meet his specific needs.

submitted gave elaborate accounts of the company itself, so that by the time prospects reached the offerings they were bored stiff. The successful kit gave reasons the prospect should buy, without useless detail about the company.

In making up the kit, every attention was given to questions a prospect might ask about the item listed. Maps were drawn, photographs taken, charts and graphs carefully planned so that every possible question was met by the

material in the portfolio.

The results obtained by this company with the winning kit are ample proof that it works. Before adopting this kit the company employed a sales force of 150 salesmen. Now they employ only twenty-six and are doing a far greater business, not only in volume but also in profits, at a much smaller selling expense. This growth can be partially traced to the influence of the new kit and the change in sales policies involved.

An excellent example of the kit in use is shown in one sale. A garage had been listed over a year with a certain realtor who was unable to secure a sale on it. All sorts of methods were tried without avail. The owners then approached Mr. Bradford, the president of the Judson Bradford Company, and asked him if he would try his luck with it. He agreed to sell it provided he received an exclusive listing. This was arranged and within ten days he had secured two prospects who wanted to purchase the property and finally sold it for \$90,000. The salesman's kit sold that property and many others like it.

This is how Mr. Bradford went about selling the garage. First he looked for the selling points which could best be presented by a map. In this case he found that one map would do the trick, although in some cases several are needed to show the best selling points effectively. In this map, he showed the number of people living in that district who were prospective customers. Next, he pointed out the advantages in location. Last, he showed that the price for the site was reasonable. He prepared a cost sheet indicating the number of garages in

(Continued on page 271)

How Jack Jones Built a Blue Ribbon Sales Organization

Where the man behind Alexander Hamilton sales got the ideas that increased volume from \$380,000 to \$4,000,000 a year

CLERKING in a frontier hotel out in Great Falls before Montana became a state; dickering in real estate and fire insurance in this same woolly, wild, wide-open town; bossing mine-shift gangs at Cripple Creek, Colorado—such was the training school in "human engineering" where John George Jones first learned to dissect and analyze human emotions and mental processes. In those practical laboratories were nurtured the friendly, helpful interest in others, and the instinctive understanding of their problems and aspirations

which were destined to produce a true salesman, and a remarkable sales manager.

Selling was not Mr. Jones' chosen career. Faced with the necessity of making a living from opportunities at hand, he found himself in and out of sales work several times before at the age of forty-one, he came to the sales

boss in the mines. For, he says, "Here I gained an intimate knowledge of human nature from close contact with all types of men from the mine owners down to the lowest car pushers. Associations in the mines have a character all their own. Miners are a rough, primitive lot; but they're genuine. Their thoughts and emotions lie close to the surface. Their reactions are direct; their motives unhidden by the veneer of polite conventions.

"With human nature stripped bare, the study of psychology is not academic. It is known neither as psychology nor as a study. It is life itself. No one who lives with men under such circumstances can help gaining understanding of men and reverent appreciation for the human worth possessed by all. Understanding of human nature is the root from which grows sympathy for mankind, interest in the welfare of others, and a spirit of service in helping a fellow man. Human interest is the most important influence in life."

This attitude toward life is the basis on which Mr. Jones has built his sales work, as indicated by the following introduction to his institute course, Salesmanship and Sales Management.

"The reminiscences of some salesmen almost lead me to believe that most of their sales are made through some system of legerdemain in which no consideration whatever is given to the questions of whether the buyer can use the goods to advantage. The truth of the matter is that the prospect is not a victim to be sold to something he cannot use to advantage. Salesmanship consists in taking the buyer's point of view, and with strength, poise, and a dominant attitude—always within the bounds of business ethics and business courtesy—making the buyer see the advantage to him. *It is a sincere desire to serve; not a deep anxiety to put something over.* A sale, therefore, is not a cold scientific process, but a red-blooded man-to-man transaction in which personality must count. Hence, while a knowledge of the



At the age of 21, Jack Jones got a job as hotel clerk in Montana.

division of the Alexander Hamilton Institute, to become general sales manager two years later, in 1912.

Of all his early experiences, Mr. Jones cherishes most the years spent as shift

Jack's mother—Lucy George Jones

BY
JOHN C.
FEHLANDT

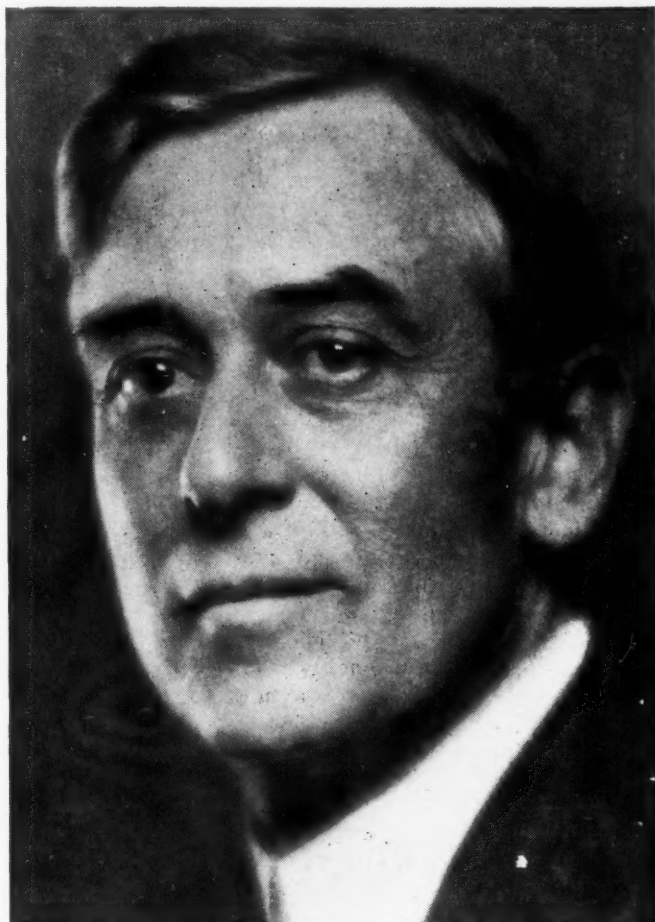
principles of salesmanship is necessary, the one way a man can develop or improve his selling ability is to improve himself—to develop positive qualities, to eliminate weak ones, and thus acquire character, caliber, and personality. These qualities are more than the key to salesmanship. They are fundamental to business success in all fields. Every business man has a vital interest in that knowledge of the human mind and that practice of the art of persuasion in which lies the essence of salesmanship."

In directing the efforts of his own sales organization, Mr. Jones places his faith in a cooperative or friendly type of management, rather than in a military form. "Loyalty alone holds men to you in times of stress," he says. "You cannot have real loyalty unless you play the game squarely, based on a man-to-man interest and a human understanding of each other's problems and points of view."

"Each salesman presents an individual problem. Since men never were and never will be mere cogs in a machine, a sales organization cannot be shaped to the symmetry of a wheel. Instead, there are bound to be all varying degrees of big cogs and little cogs in keeping with the countless differences in temperament, natural ability, physical conditions, financial circumstances, and family relationships which make each man the individual that he is. Therefore, it is out of the question to expect to develop the fullest productive possibilities in a sales force of intelligent men by handling it like a machine."

"I might mention an incident which has been a source of unending satisfaction to me as emphasizing the importance of individual consideration in keeping salesmen stimulated about their company and their own powers. During one of our recent sales conventions, a salesman who stood at the bottom of the list in volume of sales, arose and said, 'I do not feel I can leave this convention without expressing my feeling that the thing which means the most to me is that although I am the lowest producer, I can still sustain my self-respect among this aggregation of top-notchers.' To me a statement like that indicates attainment of the quintessence of sales psychology."

How well Jones' philosophy proves



(Left) Under his direction, Alexander Hamilton Institute sales have shown a steady and remarkable growth. He became vice-president, director, and a member of the executive committee in 1915.

(Below) When he was 18, the boy broke away from his home in Wales and came to America.

its worth in actual sales practice is not hard to determine. In the five-year period between the time he became sales manager and this country's entry in the World War, the Alexander Hamilton Institute experienced less than a 3 per cent turn-over in its sales personnel. During his sixteen-year directorship of sales, enrollments in institute courses increased from approximately 4,000 a year to over five times that number. Sales volume grew rapidly from \$380,000 in 1912 to well over \$4,000,000 in 1928.

John George Jones was born at Bethesda, Wales, January 14, 1869, the son of Humphrey and Lucy George Jones. His father was an old-time schoolmaster in the Bethesda schools.

Jones completed his schooling at the University College of Wales, at Aberystweth, South Wales, in 1887. As is customary, he did not look with favor upon his father's profession even though the years were to bring him back to a type of teaching. The youth clamored for something more romantic. The great fields for conquest at that time were in America, where the West was still young. Horace Greeley's far-flung admonition, "Go West, young man!" had been heard, and bore fruit in far off Wales. Young Jones, then eighteen years of age, went West, via Canada where he remained in



lower Manitoba for a few months working on a farm at \$12 a month.

The following year, 1888, the young man pushed on to Great Falls, Montana and became a hotel clerk. A hotel was then the high spot of life in a frontier town; the point of contact with the world; and it was a

(Continued on page 270)

Practically every company in the chemical industry has the same products to sell, so the problem of finding a distinctive theme for industrial advertising is difficult. Here is the way three leading industrial advertisers are solving it.

Non-Standardized Advertising for Standardized Products

BY HERBERT KERK

THE problem of finding a distinctive theme for industrial paper advertising is a difficult one for many concerns. This is particularly true in the chemical field. The products are all alike, for they must each answer a specific formula.

Furthermore, competition on service among these companies is keen, one having little edge on the other except, of course, where freight rates and time proximity intervene. As to prices, throughout the industry they are about on a dead level.

With the exception of new uses, the consumption of standard chemicals is pretty well fixed. As a rule, most chemicals are bought on yearly contract, with the major selling effort covering a period of about three months of the year. Roughly, 80 per cent of chemicals are sold in three months; 20 per cent in the remaining months of the year.

Advertising Intangibles

Considering all these points, what is the technical company's sales manager going to have his salesman, or his advertising, discuss to distinguish his house from competition? Intangibles seems to be the answer, according to the experience of a few companies whose advertising will be discussed in this article.

Most companies in the field are advertising intangibles, it is true. But too many of them have confined their advertising message to the single statement in a wide variety of expressions, that their products are quality products.

How one chemical manufacturer, pioneering in the manufacture of liquid chlorine, takes an intangible and makes it tangible to readers of the chemical press is shown in the present campaign of the Electro Bleaching Gas Company.

In a series of advertisements entitled "Events of 1909," outstanding events

in United States history are referred to and tied up with the start of liquid chlorine production by the Electro Bleaching Gas Company. For instance, one advertisement, showing a photograph of the inauguration of President Taft in 1909, and also a photo of the first pound of liquid chlorine produced in the United States, says:

Two Unique Campaigns

"Over twenty years ago Electro Bleaching Gas pioneered in the manufacture of liquid chlorine. Back of every successful effort to lift industrial processes up the steps of progress is the initiative of the pioneer. The process of bleaching was radically improved by the introduction of liquid chlorine. E. B. G. was the first to manufacture this efficient bleaching agent on a commercial scale. It was in 1909, the year President Taft took office.

"In the years that have elapsed since this important industrial development, E. B. G. has perfected the size and scope of its facilities. The E. B. G. organization has grown in experience and ability properly to service this important industrial ally. Today E. B. G. offers the user of liquid chlorine features of unique value."

The Roessler and Hasslacher Chemical Company, which has run some unusually successful chemical press advertising campaigns, is at present featuring youth in its advertising. In their wording, these advertisements take for granted the present dominant position of R. and H. chemicals in the respect of chemical industries, and, in featuring youth, infers a forward-looking policy, as well as the fact that future generations, too, will use this company's products as their fathers do. One advertisement in this series shows a boy playing with a chemical outfit and captions this photograph, "Some day he will buy chemicals." Under this headline and text, "An outlook

which coincides with his vision. He is maturing, the boy who represents the future army of industrial leaders. When he takes his seat at the directorial desk he will follow in your footsteps on buying chemicals wisely.

"R. and H. will appeal to him, as it has to you, as an outstanding manufacturer of quality chemicals. The motive force behind the satisfaction experienced by users of R. and H. Chemicals is a policy patterned on soundly progressive lines. . . ."

Building Goodwill

In one of the campaigns the Roessler and Hasslacher Chemical Company featured the thought of confidence in the maker. Striking pictures, such as the human fly on a skyscraper pinnacle, the lion tamer putting his head in the lion's mouth, the policeman escorting the child through traffic's dangers, tied in with appropriate copy, developing the analogy, made quite an impression on the chemical industries.

R. and H. salesmen were jokingly referred to as "confidence" men on their rounds and they were able to make excellent use of this attention.

In an effort to differentiate its product from the mass of commercial alcohols on the market, the American Commercial Alcohol Corporation adopted a slogan, "See American First." To establish this slogan in the minds of its prospects, the chemical press advertising is featuring incidents in American history from Columbus, up through the Pilgrims, Washington, Robert Fulton and the like. The historical character or incident is featured in the illustration and tied in with appropriate historical text with the slogan prominently displayed.

The main text of the advertisements features the qualities of American alcohol and the methods and care of its manufacture. No attempt is made to tie up with historical incident any further than to attract attention to the advertisement and register the slogan.



An agency is no greater than its people. Below [IN THE SMALL BUT STILL LEGIBLE TYPE] are some remarks on this subject . . .

Confronted with the problem of how to be one of the largest agencies in the world and still do a painstaking, individual job with each client, we apportioned our business into groups. Each is an agency in itself, headed by men and women of the type who might direct their own agencies, with carte blanche to satisfy the client—and the ocean-spanning facilities of the McCann Company to do it with.

THE H. K.

McCann
COMPANY · ADVERTISING

NEW YORK · CHICAGO · CLEVELAND
SAN FRANCISCO · LOS ANGELES

SEATTLE · DENVER · MONTREAL · TORONTO · LONDON · PARIS · BERLIN

Leading Magazine Advertisers Spend \$78,589,000 Yearly in Newspapers

OF the 100 leading advertisers, who spent \$70,594,905 in thirty-seven magazines last year, as classified by the Curtis Publishing Company, eighty-nine of them spent \$78,589,000 in newspapers in the same year, the Bureau of Advertising of the American Newspapers Publishers' Association reports.

There are no figures indicating newspaper expenditures of the eleven remaining advertisers, the bureau says.

It is interesting to point out that the expenditures of these "100 leading magazine advertisers," explained William A. Thomson, director of the bureau, "make up slightly more than 40 per cent of the entire magazine expenditure of all advertisers. On the other hand, the newspaper expenditure of eighty-nine advertisers, although totaling more than \$78,000,000, only equals 34.2 per cent of the expenditure in national newspaper advertising for 1928.

"For the first time the bureau has been able to make an approximately complete check-up on the expenditures of the list that is commonly accepted as the 100 leading national advertisers," Mr. Thomson added.

"The phrase, 'commonly accepted,' is used in this connection because, after all, the list, while a complete and accurate compilation of the magazine advertisers, is not a complete list of leading national advertisers. For instance, the American Tobacco Company does not appear in the list at all and yet it spent \$4,500,000 in newspaper advertising in 1928, a figure very much in excess of the expenditure of the first advertiser in the magazine list.

"It may also be pointed out in this connection that the Curtis list gives an expenditure of only \$391,550 for the R. J. Reynolds Company. Inquiry showed that this figure did not include any cigarette advertising, but was solely an expenditure on Prince Albert tobacco. In this case the bureau has substituted magazine figures of the Crowell Publishing Company, which has credited Reynolds with an expenditure of \$1,037,525.

"In its own compilation of estimates of newspaper expenditures the bureau has been careful to emphasize the fact that its figures did not make a

complete list of the leading newspaper advertisers. Many of the firms listed were entitled to be called 'leaders,' but the bureau's estimates, large as they are, were not complete. They made no pretense of being so. Some of the advertisers not estimated may well have been among the leaders.

"Running down the list it is noted that the Procter & Gamble Company was the leading magazine advertiser with an expenditure of \$3,317,172. The same company spent \$900,000 in newspapers.

"Further down it is noted that the Lambert Pharmacal Company, which spent \$1,461,375 in magazines, also spent \$2,500,000 in newspapers.

"In the motor field the differences were even more marked. Chevrolet Motor Company, which spent \$1,107,800 in magazines, spent \$4,500,000 in newspapers. Dodge Bros. Corporation, with \$1,031,041 expenditure in magazines, spent \$2,500,000 in newspapers. The Chrysler Sales Corporation is credited with an expenditure of \$4,000,000 in newspapers against \$868,250 in magazines.

A comparative list follows:

Company	Newspapers	Magazines
Procter & Gamble	\$ 900,000	\$ 3,317,172
Postum Co.	2,750,000	3,001,167
Campbell Soup Co.	40,000	2,212,189
Quaker Oats Co. . .	700,000	1,588,467
Gen. Electric Co..	1,250,000*	1,552,074
Lambert Pharmacal.	2,500,000	1,461,375
Colgate & Co.	1,500,000†	1,404,366
Fleischmann Co. . .	1,000,000	1,180,830
Congol-Nairn, Inc..	200,000	1,149,112
Chevrolet Motor ...	4,500,000*	1,107,800
Armstrong Cork ...	350,000	1,088,672
Ford Motor Co.	2,630,000	1,054,856
Dodge Bros. Corp.	2,500,000*	1,031,041
Wm. Wrigley, Jr.,	10,000	1,012,277
Lehn & Fink, Inc.	365,000	1,004,382
Hudson Motor Car	3,500,000*	970,150
Victor Talk. Mach.	500,000	961,713
Swift & Co.	250,000	954,240
Wesson-Snowdrift..	400,000	929,817
Palmolive-Peet Co..	—\$	906,038
Bristol-Myers Co. . .	25,000	898,182
Chrysler Sales Corp.	4,000,000*	868,250
And. Jergens Co. . .	65,000	847,275
Un. Carbide & Carb.	540,000	832,960
Pepsodent Co.	750,000	809,586
Vacuum Oil Co.	450,000	800,150
H. J. Heinz Co.	1,000,000	787,481
Frigidaire Corp. . .	1,750,000	784,566
Willys-Overl'd, Inc.	2,500,000*	778,208
Goodyear Tire ...	500,000	774,000
Cudahy Packing Co.	450,000	767,550
Packard Motor Car	1,000,000	763,128
Ponds Extract Co..	245,000	755,284
E. R. Squibb & Sons	900,000	750,830
Cal. Packing Corp.	None	733,445

Company	Newspapers	Magazines
Buick Motor Co..	3,000,000*	729,135
Texas Co.	425,000	722,910
Intern't'l. Silver Co.	125,000	672,370
Cadillac Motor Car	750,000	648,077
DuPont DeNemours	190,000	646,130
Radio Corp. of Am.	1,200,000	625,071
Fels & Co.	25,000	613,690
Oakland Motor Car	3,750,000*	607,750
Simmons Co.	575,000	601,544
Hupp Motor Car..	3,000,000*	598,000
Cream of Wheat.	25,000	590,552
Maxwell H'se. Prod.	—\$	588,139
Kotex Co.	750,000	583,571
Johns-Manville Corp.	None	562,888
B. F. Goodrich...	600,000*	560,270
Bon Ami Co. ...	110,000	557,715
Reo Motor Car Co.	1,000,000	554,400
Lever Bros. Co. . .	3,750,000	539,554
Kellogg Co.	2,000,000	538,248
American Tel. & Tel.	10,000	516,495
L'dryowners' N. A.	None	515,465
Met. Life Ins. Co.	120,000	514,387
Firestone	1,000,000	497,585
S. C. Johnson & Son	150,000	497,308
Gen. Motors Corp.	2,000,000	492,284
Kraft-Phenix Ch. Co.	80,000	490,605
Cal. Fruit Growers	130,000	481,149
Eastman Kodak Co.	290,000	462,417
Valentine & Co. . .	None	457,770
Evap. Milk Assn. . .	None	431,475
Cannon Mills, Inc.	None	430,189
Fisher Body Corp..	800,000	422,946
The Coca Cola Co.	35,000	421,180
Sherwin-Williams Co.	30,000	419,335
Hawaiian Pineapple	None	417,310
Wander Co.	240,000	415,245
U. S. Rubber Co..	785,000	413,874
Sun-Maid Raisin Gr.	12,000	413,750
Hoover Co.	30,000	411,890
Oneida Com., Ltd..	None	409,520
Atwater Kent Mfg. .	1,500,000	399,933
Ethyl Gasoline Corp.	None	395,511
Stephen F. Whitman	None	392,280
R. J. Reynolds...	1,500,000	1,037,525
Nash Motors Co. . .	3,500,000*	385,853
Interna. Harv. Co. .	250,000	381,601
Timken Roll. Bear.	12,000	378,700
Mennen Co.	10,000	378,473
Borden Co.	245,000	376,525
Royal Baking Powder	10,000	376,402
W. A. Sheaffer Pen.	200,000	373,642
Marmon Motor Car	800,000	362,200
Parker Pen Co.	295,000	359,221
R. L. Watkins Co.	175,000	358,868
Kroehler Mfg. Co.	None	357,805
Johnson & Johnson	250,000	351,570
Reid, Murd'k & Co.	50,000	350,500
Selby Shoe Co. ...	75,000	350,017
Western Clock Co.	125,000	347,232
Elgin Nat. Watch.	25,000	343,088
Corn Prod. Refin. .	225,000	341,582
Pinaud, Inc.	115,000	327,928
Gen. Tire & Rubber	1,000,000*	321,150
Olds Motor Works	1,200,000	319,400
Gillette Safety Razor	20,000	317,073

Total\$78,589,000 \$70,594,905

*Includes Dealer Cooperative Advertising.

†Colgate-Palmolive-Peet expenditure.

§See Colgate & Co.

‡Included in the Postum Company figure.



RADIO MANUFACTURERS Advertise in three NORTHEASTERN OHIO Markets

WITH the exception of Federal and Graybar, every radio set which was advertised in Cleveland newspapers in 1928 was also adequately represented with space in the newspapers of Akron and Youngstown.

The following 23 radios were advertised in Cleveland, Akron and Youngstown:

A-C-Dayton	Kolster
Amrad	Majestic
Atwater Keat	Mohawk
Bosch	R. C. A. Radiola
Bremer-Tully	Sonora
Crosley	Spartan
De Forest	Splitdorf
Fada	Steinitz
Freed-Eisemann	Stewart-Warner
Freshman	Stromberg
Grebe	Carlson
Kellogg	Zenith

Mohawk and Stromberg-Carlson were not advertised in Akron but were advertised in Youngstown and Cleveland.

Amrad, Fada, Kellogg, Splitdorf and Zenith were not advertised in Youngstown but were advertised in Akron and Cleveland.

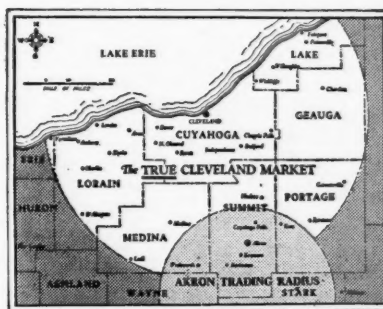
The manner in which these radio advertisers spend their appropriations confirms the findings of every important market authority which has analyzed the markets of Northeastern Ohio.

All agree with The Press that (1) The TRUE Cleveland Market is 35 miles in radius, 1,525,000 in population. (2) Northeastern Ohio is composed of a number of important marketing centers, drawing trade from areas nearly as large as Cleveland. (3) To cover these markets profitably, local newspaper space must be used.

More and more advertisers are

learning that The TRUE Cleveland Market is the limit of Cleveland newspaper influence.

As a result The Press, with 93% of its circulation concentrated in The TRUE Cleveland Market, is receiving more and more of their appropriations. In the first six months of 1929 The Press gained 731,025 lines of total advertising. Few American newspapers equaled this record.



Pictured above is the TRUE Cleveland Market, 35 miles in radius, 1,525,000 in population—the only area of Cleveland newspaper influence!

The Cleveland Press

NATIONAL ADVERTISING DEPARTMENT

230 Park Avenue, New York City
Atlanta • Detroit • San Francisco

THE ADVERTISING



SCRIPPS-HOWARD

TISING DEPARTMENT

400 N. Michigan Blvd., Chicago
Philadelphia • Los Angeles

BUY IN CLEVELAND

Why Sales Statistics Often Conceal Dynamite

BY WILLIAM J. REILLY

THE most recent god of business is "Facts." The possession of "the facts" seems to transform an ordinarily cautious man into a fearless prophet able to solve age-old problems. There is something about a voluminous statistical report with curves and barometers and many-colored charts which makes a man feel he knows all about the situation. Where the facts were gathered, who collected them, and how he went about the job, are questions seldom followed through. It is difficult to accept the idea that facts may be misleading. The idea that facts may be dangerous has seldom been suggested.

"Facts" Often Colored

The following circumstances, however, frequently conspire to make facts highly dangerous. In the first place, much of the available market information is gathered by organizations having something to sell. As might be expected, these organizations, making observations through the telescope of their own interests, too frequently feature some facts and cover up others in order to produce that effect which best serves their purpose. Such facts, solemnly presented as scientific, are unfortunately accepted as safe by the unsuspecting reader, for facts themselves seldom reveal the interest or prejudice of the gatherer.

In the second place, facts are commonly gathered by impartial investigators who may mean well, but who are ignorant of the correct technique for obtaining market information. For example, rarely does one who obtains information by mail know much about those who do not answer the mail questionnaire. Yet the percentage of mail questionnaires answered is seldom as high as 50 per cent. In other words, ordinarily over half of the people to whom the questionnaire is sent never reply.

To cite an actual case, the author, in a study of mail questionnaires, found that 92 per cent of those who answered by mail were users of the product studied and that these consumers gave information unduly favorable. After interviewing personally those who had not answered the mail questionnaire, however, he discovered that only 40 per cent of this group

were users of the product and that these housewives gave information distinctly less favorable to the product studied. In this case the wide difference in the information given by those who answered the questionnaire and by those who did not suggests the danger of ignoring the overwhelming majority who seldom answer a mail questionnaire.

Yet almost invariably, when a questionnaire is mailed out, the information given by the small percentage who answer is used as a sole basis for judgments. For example, the following case recently came to my attention: One company, in attempting to evaluate window displays, sent out a mail questionnaire to retailers in which the retailer was asked how many days the company's display had remained in his window. Ten per cent of the retailers answered the questionnaire, giving very flattering information about the company's display. This company, on the basis of the figures given by the 10 per cent who answered, proceeded to estimate the average life of all the window displays sent out. The overwhelming majority who did not answer were apparently forgotten or ignored. Studies of mail questionnaires commonly show the "majority" have a different story to tell.

Often Miss Point

Not infrequently cases come to my attention in which a company, fired with the desire to "Get Facts First," zealously gathers information which in reality has very little to do with the question at hand. For example, a company whose product is used with a machine had been selling these machines to retailers who in turn had been renting them to consumers who bought the product. The company wanted to find out if it would be better to sell the machine to the consumer than to rent it to the consumer through the retailer. A questionnaire was mailed to retailers, asking them how much the rental plan had increased their sale of the company's product. Less than 20 per cent of the retailers answered the questionnaire. On the basis of the testimony from these retailers that the rental plan had increased the sale of the company's product,

the company vaulted to the conclusion they should sell the machines to consumers. What the question asked dealers has to do with the decision to sell the machine is not clear. How could the rental of machines possibly reduce or handicap the sale of the product? The significant factors involved concerning the average frequency with which consumers rent the machine, the rental charge, and the cost of the machine to the consumer, were apparently not used in arriving at the decision. The reader will probably recall other examples similar to those which have been given.

Fact-Gathering Business

There are many other common mistakes in gathering market information, but it is perhaps unnecessary for our present purpose to discuss them and their disastrous results fully. The brief discussion is probably sufficient to indicate scientific fact-gathering is a business which, like other specialized activities, requires ability and training. The mere contemplation of the many problems incident to the selection of subjects for market study, sources of information and means for getting pertinent and significant information in a particular case, locations for study, and the interpretation of the reliability and the accuracy of market data, compels us to realize gathering market information is no job for an amateur.

Even though a group of facts has been gathered by an impartial and competent expert, the reader of those facts should guard against the danger of attaching unwarranted significance to the data presented. He should cultivate such attitude toward facts as:

1. It is well to remember there are many important aspects of any market problem which are immeasurable. This point can hardly be overemphasized for one is quite likely to accept facts as a full picture of a market situation and lose sight of those intangibles which have not been measured, but which might change the whole picture entirely.

2. Market facts may support, but do not finally prove, a market proposition.

3. Before any set of facts is made the basis for market judgments, all other related information and experience at hand should be carefully reviewed.

I do not want anyone to derive the impression that I am disparaging the importance of facts. Let us have more facts. But let them be more intelligently gathered and let them be used more critically, with less blind worship.

What do Week-day advertisers care about Sunday circulation

IF YOUR week-day reader takes two or more papers daily and continues only one of them on Sunday, does that concern you? Of what significance is a constant seven-day circulation if you don't use the seventh day in your advertising?

It's extremely significant to any advertiser who wants to strike *home* in the Boston market.

Here are seven daily papers. Three of them carry the bulk of the advertising. All three have large daily circulations. On Sunday, in Metropolitan Boston, one of the three loses a *third* of its daily readers; another loses nearly *two-thirds*. The remaining paper—the Globe—holds its week-day audience practically intact on Sunday.

If Sunday circulation is largely *home* circulation, which of these three papers is the established home paper of Boston?

Boston department store merchants long since answered this question to their own satisfaction. Today they are using 48% more space in the Globe, seven days a week, than in any other Boston newspaper. They *have* to reach the home. Don't you?

FAMILY appeal was built into this newspaper from the beginning.

Thirty-five years ago the Globe published the first woman's page in American journalism. This has become a Household Department with tens of thousands of constant readers.

With its larger staff, the Globe gathers and prints more local and suburban news than any other Boston paper.

The Globe's sport pages are closely followed throughout New England and quoted throughout the country.

School news is most complete. Religious news covers all denominations.

Financial and general news is edited for Boston's substantial business men.

And the Globe is unbiased in politics.

OF course you can "reach" many Boston homes without the Globe. But to do a real selling job in the majority of homes in this trading area where average family wealth is \$9000, the Globe has become essential.

Get all the facts. Mail coupon for a free copy of our booklet, "Reaching Buying Power in the Boston Market."

The Boston Globe

The Boston Globe,
Boston, Mass.

Please send me free copy of your Booklet, "Reaching Buying Power in the Boston Market."

Name

Street

City..... State.....

Why American Piano Company Will Retail Radios

As told to Lawrence M. Hughes

BY GEORGE URQUHART

President, American Piano Company, New York City

On September 3 the American Piano Company, the largest manufacturer and distributor of pianos in the world, will start to sell radios in its twelve retail stores. Several well-known lines will be handled and every major price group covered.

The new retailing activities will be in charge of Robert B. Rose, formerly general manager of Landay Brothers, who has become vice-president in charge of radio promotion.

To clarify our reasons for entering the radio business, it is perhaps necessary first to describe the American Piano Company's distribution organization. We now have some 300 exclusive dealers throughout the country, each of whom handles, in addition to all of our seven piano lines, other musical instruments, usually including radio as well.

To fill in the gaps of distribution caused by the recent establishment of this exclusive distributor plan, we have put into operation twelve retail stores of our own. These stores are located in New York City, Brooklyn, Fordham and Jamaica (New York), Newark, Chicago, Milwaukee, Cleveland, St. Louis, Boston, Philadelphia and Atlanta.

These stores are not in any sense competitive with those of our dealers, and we do not operate a store in any city where a worth-while dealer is available. They are in a sense "model" stores, from the viewpoint that we use them as experimental stations for working out better merchandising methods. Until now they have confined their activities entirely to the sale of pianos.

For the past year or so, however, it has seemed reasonable to us that, in view of the popularity of the radio, it would be worth while for our stores to handle this line. Because of the difference in price—the average for a piano being \$1,000, as compared with about \$150 for a radio—and the fact that probably ten people can afford a radio to every one who can buy a piano, it seemed logical to us that we could build up a considerable volume of radio sales with a very slightly increased overhead. The only important item of expense in putting over the new line would be the employment of additional salesmen.

Because of our facilities and resources, not the least of which is an established following of customers who are already musically-minded, I think we can sell radios in competition with the independent radio dealers, and can give the customer better service.

We look to these two factors for the success of our program—although we shall, of course, be careful to select the best available lines. It is, I think, obvious that radio in the past eight years has become a necessity, while the piano, because of its higher cost and because it requires skill to operate, is largely a luxury. On the other hand, we feel that many people who have purchased pianos from us are in the market for radios.

The question arises: Why buy a radio at an Ampico store? In some cases it may mean considerable travel and difficulty. Would the radio they could get at our store be better than the one they could get at a neighborhood shop? In many cases the radio, being a standard brand, would not, even though we intend to adhere to the policy of carrying only what appears to us to be the best instruments in each price class. The main advantage in buying a radio from us, therefore, will be because of better service and technical facilities offered. We want to emphasize in our advertising and in our personal salesmanship the value of that service, and we want it to be more than a mere business catchphrase. Two or three weeks after each radio is sold our service men will call, to make sure that the machine is functioning as it should and to make whatever minor adjustments may be necessary, without cost.

We shall also emphasize the fact that our greater resources will enable us to employ better technical minds.

Our decision to handle radios is in line with what, it seems to me, is a trend to concentrate the sale of radios more and more through music dealers. Like radios, pianos were formerly sold through a variety of outlets, including furniture and department stores. Their sale is now confined wholly to music stores. The same is true of the phonograph. The time is coming in the radio business when the public will realize that the hay, grain and feed men are not, as a rule, sufficiently

versed in the technical aspects of radio to sell it intelligently.

The piano industry is learning much about marketing practices from radio. We are learning to advertise more aggressively. We are now bringing out yearly models and are attempting to dispel the mistaken idea that an old piano—or any other musical instrument, for that matter—is better than a new one.

In the final analysis, however, the piano industry is not competitive with radio, but cooperative. Lower in price and requiring no skill for its operation, radio is a worth-while line to carry. The instrument of the masses of the people, radio is doing much to make them musically-minded. Musically-minded people constitute the piano market. In this educational work, therefore, the two industries are working together. Properly coordinated, both should profit from it.



E. C. Faustmann, formerly a vice-president of the Royal Typewriter Company, New York City, who has been elected president, succeeding George E. Smith, who recently resigned.

Moe Brothers Organize Lighting Fixture Firm

Henrik and O. E. Moe have organized the Moe Brothers Manufacturing Company at Milwaukee to manufacture lighting equipment and similar products—the former being president, the latter vice-president in charge of sales. Until recently they occupied similar positions with the Moe-Bridges Company there.

Their products will be placed on the market about the first of September.

Movies are keying this prospect up to the buying pitch

THE carefully planned film is presenting a succession of picturized selling points . . . is creating an easy opportunity for the salesman. He'll have only to sell a man who is already impressed with every reason for buying.

WHAT an unusual meeting between salesman and prospect. Since the movie projector on the desk started, not one word has been spoken. The office is strangely silent. The salesman sees that his prospect, enthralled, has quite forgotten his presence.

The man that the salesman wishes to convince sits there on the edge of the chair. Eyes riveted on the screen. Intently interested in the flashing pictures that reveal each merit of the proposition. Unconsciously he builds in his own mind the favorable image that must be there before he can favorably decide. And the impressions that stream through his eyes to his brain are the result of careful selection on the part of the sales manager who had the film produced.

In a moment the motion picture will end. The prospect will be at the buying pitch. The salesman's task of getting an order will be easy. For he will face a man who is alive to every advantage that the product offers.

That's the power of Ciné-Selling. Dramatically, graphically and logically it loads the prospect's mind with whatever reasons experience has shown are most likely to make him buy.



*Skilled Specialists Produce Picture
Stories of any Product*

Experienced producers (names on request) now specialize in making films for Ciné-Selling. They transform your sales story into an interesting and convincing motion picture. Then, with the Business Kodascope, your representative carries the film presentation right to the prospect's desk. This ingenious projector shows brilliantly clear pictures on its built-in screen. Your salesman pulls down no shades and moves no furniture. He's ready one minute after entering the office.

Business Kodascope is for 16 mm. films (usually reduced from 35 mm. originals) and shows a bright, sharp picture to one person or to a group. Embodies every feature that the salesman wants. Yet the price is but \$90. Let us send you complete details about this latest device and what motion pictures can do for your sales. Mail the coupon today.

SEND COUPON FOR FACTS ABOUT CINÉ-SELLING

If you have—

- A merchandising program to present;
- A service to offer;
- A product that can't be demonstrated in an office;
- A mechanism with hidden merits;
- A statistical story;
- Distributors to instruct;
- Or anything to sell which requires an explanation as to its appearance, construction or use.

EASTMAN KODAK COMPANY, Rochester, N. Y.
Please send me

"The New Way to Greater Profits—
Ciné-Selling"

Name.....
Title.....
Firm.....
Address..... S. M. Aug. 10

The Eastman BUSINESS KODASCOPE

Three Media Join to Put Over New Windsor Car in Eight Months

The Windsor Corporation, makers of White Prince motor cars at St. Louis, has built up a nation-wide distributing organization in the past eight months chiefly through the use of direct-mail advertising, Helm Walker, vice-president, told SALES MANAGEMENT this week.

The corporation now has forty-three major distributors, fifty-four direct accounts in smaller centers and 158 dealers operating under the distributors, Mr. Walker explained. "Of these, eight of our distributing accounts were 'inherited' from the Moon organization (which we succeeded), as were also twenty-four of our smaller direct accounts and forty-four of the dealers.

"It has long been my theory," he continued, "that the average whole-sale or factory representative in the automobile business working on the organization of territory spends at least 95 per cent of his time finding a prospect—leaving him only 5 per cent of his time for effective selling. I think that if some means could be devised to reduce the time a representative spends finding a prospect by 5 per cent, it would double the time left him for selling and double his results.

"Our answer to this problem has been direct-mail advertising, with which we have had some success and to which we attribute the greater part of the increase in our distributing organization during the past eight months.

"On May 22 we sent a mimeographed letter to 1,400 dealers in the United States. In this letter we pointed out that 'the Windsor White Prince—announced four months ago—was the first of a series planned by the new executive heads of an old-established factory.'

"'Now Windsor,' we continued, 'is announcing a second car—a four-speed six—lower in price than the eight. . . . And in June—the secret is leaking out—the final step in our sales program—our price line will come. No details on this except to our own dealers, but it's the *biggest package for the money the industry ever saw*, and, like all other Windsor cars, it carries a profit, too.

"'When this newest Windsor is announced June 1,' we explained, 'it will complete the Windsor opportunity and the Windsor franchise—backed by our own selling plan, backed by sales cooperation that is an absolute fact, not merely a salesman's promise

—will offer possibilities for volume sales with profit greater than any other line you can get today. May we tell you the Windsor story? Just mail the card—no stamp is needed.'

"This letter to date has produced 169 inquiries, and from these inquiries, less than half of which have been followed by personal calls because of distance or the limited time of a limited number of representatives, five new distributing accounts have resulted. The net result is in one region alone our representative has been kept busy ever since the campaign started calling upon prospects who asked us by mail as a result of this letter for the details of the Windsor franchise. He has not had to spend a single day bird-dogging a town. He has closed three new distributors, spending a week with each, organizing sales forces and sales campaigns to get these new distributors started.

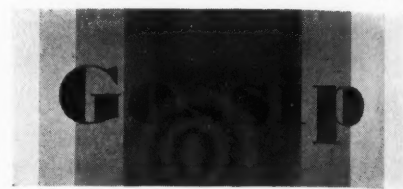
"In our replies to inquiries we received in reference to this mimeographed letter, we explained in some detail the features of our cars and our policies with reference to consumer merchandising.

"Our advertising policy is based on a 70-30 split with dealers on local newspaper and billboard costs. That is, the direct dealer pays 30 per cent and we 70 of the cost of local advertising. The method of operation is for us to submit several campaigns of different sizes to each of our direct dealers and distributors before the beginning of each quarter. We select with the distributor the size of campaign to be used in his territory and place the order with our advertising agency for the agreed space. Billboards are handled in the same way and we are constantly increasing the size of our poster campaign because as the result of considerable experience this year we find poster advertising the most effective and most economical for the job we have to do.

"Our newspaper and poster campaign has been handled on a rather new basis in that we alternate by months, one month in the newspapers, the next on posters, relying on newspaper advertisements for announcements of new models, etc., and direct selling and following up the special announcement newspaper advertisements with posters.

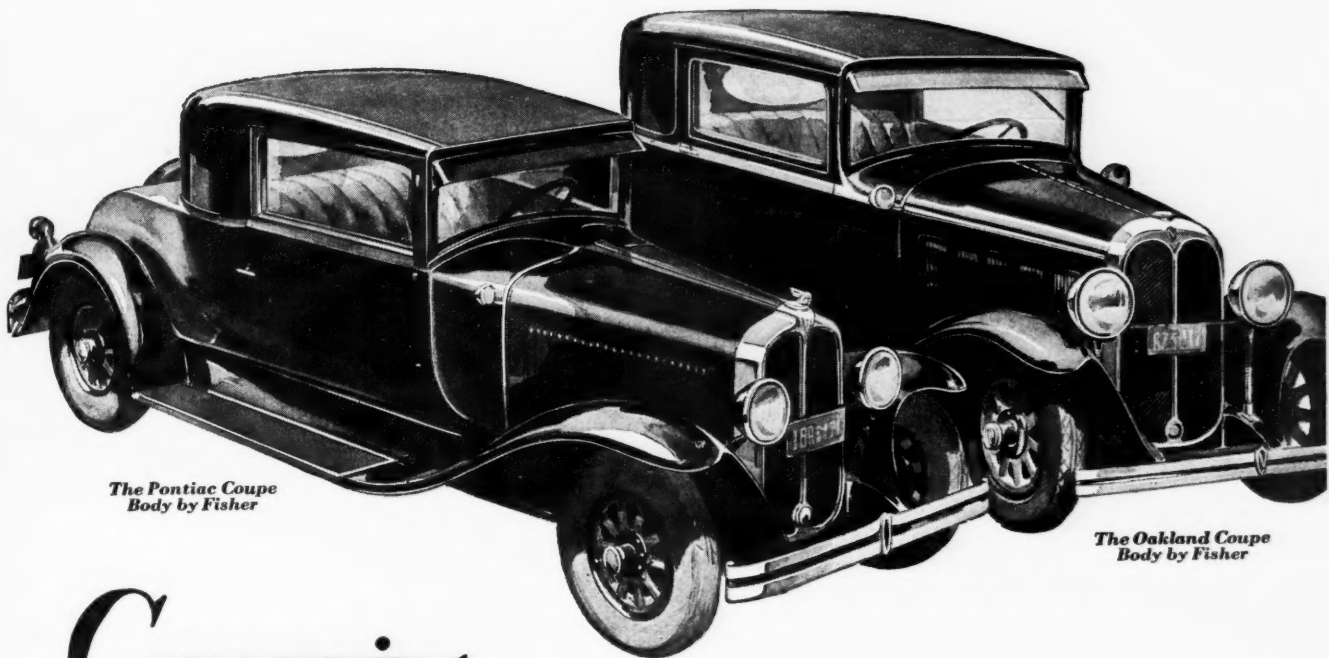
"In addition to newspaper and poster advertising, we are providing several direct-mail sales promotion campaigns.

(Continued on page 256)



FRANK KEATING has become art director of Anderson, Davis & Hyde, New York advertising agency. He has held similar positions with Marshall Field & Company, Chicago; Harrod's of London, R. H. Macy & Company, the Blackman Company and Cowan, Davis & Dengler. . . . STANLEY Q. BROWN has been appointed sales manager of the Tennessee Copper & Chemical Company, New York, succeeding J. L. STUMP. . . . RALPH T. FOYE, for many years owner of the Ralph T. Foye Advertising Agency, Springfield, Massachusetts, and more recently with the Whitman Advertisers' Service, New York, is now with the Commanday-Roth Company, Inc., there, as copy chief. BYRON E. HUGHES and T. H. HAWKINSON have also joined this agency. . . . G. HAROLD PORTER is now vice-president of RCA Communications, Inc., and of the Radiomarine Corporation of America, in charge of the Pacific Division activities. . . . RAYMOND F. DITTMAR, formerly with Macfadden Publications and later with *Chain Store Review*, has joined Jordan Advertising Abroad, Inc., New York, new business department. . . . Halsey, Stuart & Company, Inc., investment bonds, has appointed H. J. OWENS assistant advertising manager at Chicago. GEORGE DOCK, JR., is assistant advertising manager at the New York office. . . . ALLEN H. SEED, JR., vice-president and general manager of Jordan Advertising Abroad, Inc., New York, has just returned from an eight weeks' trip through Western and Pacific Coast States, where he made a study of export trade and advertising. . . . J. W. SANGER, president and general manager of S. S. Koppe & Company, Inc., international publishers' representatives, New York, is now in Cuba, conferring with the publishers of *El Mundo* and *Bohemia*, which his firm represents in the United States. . . . J. R. ARMSTRONG has resigned as associate editor of *Industrial Power*, Chicago, to become business manager of the *Western Architect*, there. D. J. HENDERSHOTT is advertising manager. . . . JULIAN B. ROSE has left the *Chain Store Review* to join *Aviation Engineering*, New York, as advertising manager. . . . D. N. WATERBURY is now art director of the Lay Company, New York agency. Previous connection, Lord & Thomas and Logan, there. . . . ROBERT R. THIEN has been promoted by General Motors Export Corporation to be assistant general sales manager. . . . EDWIN R. DIBRELL, former vice-president in charge of publicity of R. H. Macy & Company, more recently vice-president of Celanese Corporation of America, is now vice-president and general manager of Five Member Stores, New York. . . . FRED J. SILK has left the Jell-Well Dessert Company, Los Angeles, where he has been sales manager, to become general manager of the Mandarin Sauce Company, there. MILTON G. ANDERSON has joined Hahn Department Stores, Inc., to handle display activities. He was formerly display manager of the Crowley-Milner Company, Detroit, and with the J. L. Hudson Co. . . . MRS. FLORENCE J. COWLES, society and club editor of the *Boston Sunday Advertiser* is now with Nelson, Duncan & Harlow, Boston agency.

3 FACTS for fleet owners "



The Pontiac Coupe
Body by Fisher

The Oakland Coupe
Body by Fisher

Concerning THE OAKLAND ALL-AMERICAN SIX and THE PONTIAC BIG SIX

FACT No. 1

Fleet owners purchased 54% more Oakland Sixes and Pontiac Sixes during the first six months of 1929 than they did during the same period of 1928.

FACT No. 2

The number of prominent companies using Oakland Sixes and Pontiac Sixes more than doubled during the first six months of 1929.

FACT No. 3

Of the entire number of prominent companies using Oakland Sixes and Pontiac Sixes, 20 were selected at random, and their 1928 and 1929 Oakland-Pontiac purchases were compared. The comparison showed that these companies bought over 50% more Oakland Sixes and Pontiac Sixes during the first six months of 1929 than during the same period of 1928.

It's another big year for Oakland-Pontiac. In the business field, as everywhere else, these exceptional cars are steadily advancing to new frontiers of favor. Close-figuring executives, with accurate performance records and detailed cost reports before them, report that, by actual test, the Oakland All-American Six and the Pontiac Big Six are giving outstanding value.

Many striking examples of such tests are available to those interested in the facts concerning Oakland-Pontiac in business service.

Write to the Fleet Department at the factory if you would like to know more about them. Learn, too, about our Fleet User's Plan and the Fleet Executives' Experience Book—all worth the while of anyone concerned with business car management.

Pontiac Big Six, \$745 to \$895. Oakland All-American Six, \$1145 to \$1375. All prices f. o. b. Pontiac, Michigan, plus delivery charges.

OAKLAND MOTOR CAR COMPANY, PONTIAC, MICHIGAN

OAKLAND-PONTIAC

PRODUCTS OF *Sixes* GENERAL MOTORS

Shell and Standard Oil Groups in Fight for New York

A fight between the Royal Dutch-Shell oil interests and the Standard Oil Company of New York, has moved its locale from the Far East to the "sidewalks of New York."

The Shell group, through a subsidiary, the Shell Eastern Petroleum Products, Inc., has taken an aggressive stand in the home territory of the Standard Oil of New York by adding 110 gasoline and oil stations in the past month to the seventy it already owned or controlled within the New York metropolitan district, said to be the most profitable gasoline market in the world. In addition it is said that the Shell group plans to add another 100 stations within the near future in this territory.

The leading figure of the Royal Dutch-Shell interests is Sir Henri Deterding, managing director. Deterding's most recent clash with American oil interests was over the latter's proposal to increase the basic export price of gasoline. Following a vigorous protest by Deterding, plans to put the increase into effect were held up and an American commission of oil executives, now in Europe conferring with Deterding and other oil executives, was formed.

Oakland Foregoes Yearly Models

The Oakland Motor Car Company has abandoned this year its policy of introducing a new line of the Oakland All-American Six in midsummer and new Pontiac models at the beginning of the year.

"No changes are needed," explained W. R. Tracy, vice-president in charge of sales for the company. "Model changes invariably are made to keep cars abreast of the popular demand for style and performance. Features introduced into our cars last year gave them such a distinct identity that they are as new today as when they first entered the market. This is as true of the overseas market as of the domestic field. With the cooperation of the Research Laboratories, General Motors stylists and Fisher Body craftsmen we decided upon features which we thought the public eventually would prefer."

Skyscraper Store to Open; Invites Manufacturers

Arnold Constable, New York department store, in recognition of their 102nd anniversary this fall and the opening of a new forty-eight-story addition to the store at Fifth Avenue and Fortieth Street, has invited the "cooperation of manufacturers of America and Europe and the couturiers of Paris and England."

Buyers of the store, it is said, are placing orders for a record amount of business during the celebration.

Three Media Join to Put Over Windsor Car

(Continued from page 254)

Two of them, sent out from the factory without cost to the distributors, are designed to develop for the distributor a dealer organization in his territory—to bring him inquiries from prospective associate dealers. One of these campaigns consists of four mailings to be sent to retail prospects in the territory of each dealer. These mailings are all signed with the dealer's signature and forwarded with the dealer's name and address and telephone number and are personally addressed to each individual prospect. "In this campaign the dealer pays the actual cost of addressing and preparing the mailings, which come to him in lots of 100, the cost being \$38 for 100 series of four mailings each. The method of operation is for the dealer to send us names in units of 100 with his check to cover the cost. Then every five days he will receive by parcel post or express 100 complete mailings, addressed, signed, ready to go. He mails them locally. Five days later the second batch is received, etc. "We are also constantly carrying on from here direct-mail campaigns addressed to open towns and cities where we do not now have representatives and these campaigns result in inquiries which are forwarded to the nearest dealer for handling."

Industrial Advertisers Will Hold Exhibit

In connection with their convention in Cincinnati, September 30 to October 2, the National Industrial Advertisers' Association will inaugurate this year an advertising exhibit.

About 500 advertising men are expected to attend the convention.

Account Changes

BOEING AIRPLANE COMPANY, Seattle; CHANCE VOUGHT CORPORATION, Long Island City; HAMILTON METALPLANE DIVISION, BOEING AIRPLANE COMPANY, Milwaukee; SIKORSKY AVIATION CORPORATION, Bridgeport; PRATT & WHITNEY AIRCRAFT COMPANY, Hartford; HAMILTON AERO MANUFACTURING COMPANY, Milwaukee; BOEING AIR TRANSPORT, INC., Seattle; PACIFIC AIR TRANSPORT, Los Angeles; STOUT AIR SERVICES, INC., Dearborn; BOEING SCHOOL OF AERONAUTICS, Oakland Airport, California; UNITED AIRPORTS, INC., New York City; CANADIAN, PRATT & WHITNEY AIRCRAFT COMPANY, LTD., Canada; HOFFAR-BEECHING SHIPYARDS, LTD., Vancouver; all subsidiaries of the UNITED AIRCRAFT & TRANSPORT CORPORATION, to H. K. MCCANN COMPANY.

SHAW-WALKER COMPANY, office equipment and supplies, (foreign advertising), to Jordan Advertising Abroad Inc., New York.

LEWIS INSTITUTE, Detroit, to Brinkerhoff, Inc., Chicago. General magazines and newspapers.

YALE UNIVERSITY PRESS, to Platt-Forbes, Inc., New York.

COLUMBUS VACCINE COMPANY, Columbus, Ohio, to Frank B. White Co. Country papers and direct mail service.

WILSON BENNETT MANUFACTURING COMPANY, manufacturers of steel drums and containers, to Paschall, Harris & Paschall Agency. Trade papers and direct mail.

CHICAGO & ALTON RAILWAY COMPANY to Guenther-Bradford & Company, Chicago. Newspapers.

UNITED REMEDIES, patent medicines, with the Faxon Agency, Chicago.

BI-PLUG CORPORATION, Chicago, manufacturers of a reversible spark-plug to Hurja, Chase & Hooker, Inc., there.

PIONEER POLE & SHAFT COMPANY, Memphis, distributors of Forgan, St. Andrews golf clubs to Ransom-Adams Advertising Agency there.

HART MANUFACTURING COMPANY, Louisville, stoves, ranges, heating and ventilating systems to Evans, Kip & Hackett, Inc., New York City.

D. EMIL KLEIN COMPANY, New York, cigars, to Ajax Advertising Agency, Inc., there.

GREGG PUBLISHING COMPANY, New York City, and MIND, INC., subsidiary of Robert Collier, Inc., to C. C. Green Agency there. General and technical magazines.

L. SCHEPP & COMPANY, New York, coconut, and the AUTOMATCH CORPORATION, New York, lighters, to Anderson, Davis & Hyde there.

THE RULETA COMPANY to Hazard Advertising Corporation of New York.

On the Pacific Coast It's Los Angeles In Los Angeles It's the Evening Herald



LOS ANGELES RADIO SHOW

September 1st to 7th
Inclusive

The Seventh Annual National Radio Show conducted by The Radio Trades Association of Southern California will be held in the Auditorium of The Ambassador Hotel at Los Angeles, September 1st to September 7th inclusive.

Nearly a hundred exhibitors have combined to make this show the greatest Radio Demonstration ever made anywhere.

The Evening Herald will cover the activities of the Show from day to day, and on September 4th will publish a Special Radio Section with its regular editions, which will give a complete resume of every phase of the Radio Industry and its most recent developments. Your advertising in this section will be doubly effective.

Two Big League Merchandisers discussing Markets
—The Pacific Coast is mentioned — One is already in the field — the other just going in.

"We opened our Coast campaign in Los Angeles. It's by far the largest and richest market in the west, and its people are always interested in new things. So far our results have been beyond our expectations.

"—Yes, we carried the bulk of our advertising in The Evening Herald. It's the largest Daily out there, you know—both in Circulation and in Volume of Advertising. The results have been more than satisfactory and we are steadily increasing our space."

"Thanks, old man. I certainly appreciate the value of your experience. I'll profit by it."

Experienced Space Buyers Know That
Any Schedule Designed to Cover Los Angeles Must Begin With The

LOS ANGELES EVENING HERALD

Represented in

New York
by
HERBERT W. MOLONEY
342 Madison Ave.

Chicago
by
JOHN H. LEDERER
1009 Hearst Bldg.

Detroit
by
JOHN H. LEDERER
5-117 General Motors Bldg.

San Francisco
by
A. J. NORRIS HILL
610 Hearst Bldg.

To Award Six Trophies for Best Direct Mail Work of Year

Six trophies will be awarded at the twelfth annual convention and exposition of the Direct Mail Advertising Association in Cleveland, October 9 to 11, as follows:

Postage & the Mailbag will give a silver cup valued at \$100 to the firm or individual for the most noteworthy accomplishment in direct mail advertising during the year. This may be an unusual campaign, an individual direct mail advertising piece, an educational achievement or the creation of a worth while direct mail convenience.

The American Multigraph Sales Company of Cleveland will award a silver cup valued at \$100 for the best series of form letters produced and used during the year ending September 30, 1929. The series must consist of not less than three letters. This trophy must be won three times to become the permanent property of the winner.

The Cleveland Company will award a heavy bronze plaque, ten by eleven, mounted on wood ready for hanging, for the best designed and developed specimen of printed sales literature produced during 1929. A firm may submit any number of specimens for this trophy, but the same piece or campaign may not be submitted by more than one concern. Any piece of printed matter containing two or more folds is eligible. This trophy becomes the permanent property of the winner.

The Albemarle Paper Manufacturing Company will again offer a \$125 set of golf clubs, including bag, to be chosen by the winner, for the best blotter campaign submitted.

J. L. Hudson Company, of Detroit will again offer a twenty-two inch silver cup valued at \$100 to the individual or department store submitting the most productive piece or campaign of department store direct mail advertising used in retail sales promotion during the year ending October 1, 1929. This must be won three times to become the permanent property of the winner. Any retail store should be especially proud to have this cup in its possession for one year or longer.

The Standard Envelope Manufacturing Company offers a bronze plaque to the firm or individual submitting any number of envelopes used in a direct mail campaign. The entry which best demonstrates by color, typography, layout and general distinctiveness that "The Envelope is the First Impression" will win. Three copies of each entry should be submitted. The same envelope or series of en-



L. A. McQueen, general manager of tire sales, the B. F. Goodrich Rubber Company, who has been elected chairman of the Tire Manufacturers' Division of the National Rubber Manufacturers' Association.

velopes must not be submitted by more than one organization.

Judges for all contests will be nationally known advertising men. All contests will close on September 25. More complete details of rules and regulations for entering these contests may be obtained by writing to Direct Mail Advertising Association Headquarters, Barlum Tower, Detroit.

Steel Institute Forms Salesmanship Body

An advisory committee on salesmanship covering the New York district has been established by the American Institute of Steel Construction, Inc. Among subjects discussed at the organization meeting this week were the development of a market for steel framed residences and utilization of steel in the erection of hangars, bridges and irrigation dams. Technical problems dealing with the development of a steel plate floor system, known as the "battledock" floor, were discussed and welded sections of such flooring were inspected. The committee is headed by R. W. Knight of the McClintic, Marshall Company.

Joins Lynn Ellis Group

Smith, Schreiner & Smith, Pittsburgh, has joined the Lynn Ellis Group of advertising agencies.

Chicago Journal Sold to Daily News

The Chicago *Journal* has become "associated" with the *Daily News* there and will be published by the *Daily News* as a tabloid, under the direction of Walter A. Strong, publisher of the latter paper.

Mr. Strong and the associated group are said to have bought most of the \$1,000,000 of debentures and the \$600,000 of preferred stock and the 10,000 shares of common stock recently held by the International Power and Paper Company.

The *Journal*, 35 years old, has been published for the past year by S. E. Thomason, publisher of a group of newspapers in Florida, and formerly of the Chicago *Tribune*, and John Stewart Bryan, who is also publisher of the Richmond *News-Leader*.

Both Mr. Thomason and Mr. Bryan have been presidents of the American Newspaper Publishers' Association. Mr. Strong is chairman of the International Advertising Association.

Montgomery Ward Now Has 400 Stores

The chain of stores being operated by Montgomery Ward & Company in communities of more than 5,000 population throughout the country, now totals more than 400 units and new stores are being opened as rapidly as suitable locations can be found, George B. Everitt, president, announced this week.

The retail stores, Mr. Everitt said, have been an important factor in stimulating the mail order sales.

McCaskey Contest "Dresses" Salesmen

Salesmen for the McCaskey Register Company will be given the opportunity to be fully clothed in a sales contest which has just been launched. Prizes in clothing will be given in four zones for winners in a series of fortnightly events being held between August 1 and September 30.

A total of 132 prizes will be awarded—thirty-three going to the winners in each of the four zones during the contest.

The prizes will include hose, garters, hats, shirts, ties, gloves, shoes, and raincoats. The grand prize winners in each zone will be given more expensive articles of raiment—including a \$55 suit.



The days of your catalog need not be numbered . .

WITH what pride—what care—what labor and expense you've prepared your catalog. You've made it complete—authoritative—practical.

But a series of price changes becomes necessary, and instantly—the value of the catalog is lost—for, in spite of your care, the catalog cannot be changed to accommodate the new facts.

How much more valuable is the Baker Vawter-Kalamazoo method or binding catalogs in loose leaf form! Get your pages printed—slip them easily into the catalog cover and mail. When changes are announced—reprint only that page which is affected—not the whole catalog. Send the corrected page to your catalog holder and the ease with which Baker Vawter-Kalamazoo binders operate invites the insertion of the new sheet in place of the old. A flip of the mechanism and the amendment is made.

It's a case of spending an extra small sum to create an eventual large sum saving in catalog making. Let the Remington Rand man prove these statements with the figures of your own business.

BAKER VAWTER-KALAMAZOO

Division

Remington Rand Business Service Inc., Buffalo, New York

Branches in principal cities

BAKER VAWTER-KALAMAZOO Division, Remington Rand Business Service Inc., Buffalo, New York.

Gentlemen:

Your salesman can consider this an invitation to come and prove that Baker Vawter-Kalamazoo Catalogs can save me money.

Name _____ Address _____

City _____ Type of Business _____

SM-8-29

Woolworth to Carry Magazines; New Publishers Launch Four

Four new monthly publications, with a tentative guaranteed combined circulation of 1,000,000, which are to be distributed through the F. W. Woolworth & Company chain of stores exclusively, are to make their initial appearance in October.

The magazines are to be known as the *Home Magazine*, the *Detective Magazine*, the *Movie Magazine* and the *Complete Love Story Magazine*. They will be published by the recently formed Tower Publishers, Incorporated, of which Hugh C. Weir has been named president.

Advertising space, which will be solicited for the four magazines as a group, on the tentative basis of a combined circulation, subject to rebate, will be \$2,000 a page for black and white and \$3,500 for full color.

It has been officially stated that there is no relationship between the new publishing organization and the Woolworth company other than that which ordinarily exists between a producer and a distributor. The magazines are to be placed on sale on Woolworth counters merely as "additional ten-cent items." At first only fifty of the "key" Woolworth stores will carry the publications, but later they will be placed on sale in all the stores of the chain, numbering between 1,700 and 1,800. The page size of all of the magazines in the group is to be 8½ inches by 11¾ inches.

Advertising space is to be offered to manufacturers supplying the Woolworth stores with merchandise and to national advertisers in general.

At the office of Tower Publishers, Incorporated, which are in the Woolworth Building, New York City, it was stated this week to a representative of SALES MANAGEMENT that there has been a quick acceptance of the group of magazines by national advertisers and that several full color page contracts have been signed, in addition to an encouraging number of "black and white" contracts. It was also stated that the first issues, planned to contain ninety-six pages each, have had to be enlarged to 112 pages, with a possibility of an even further increase in the number of pages.

Mr. Weir, who until the founding of the Tower Publishers, Incorporated, was a partner, with Miss Catherine A. McNelis, in the firm of McNelis-Weir, Incorporated, advertising agents for the Woolworth company, in addition to his advertising experience, has been a prolific author of moving pic-

ture scenarios and general magazine articles. Up to 1927 he is credited with having produced more than 300 scenarios for moving pictures which were accepted, and is also the author of several books. With Miss McNelis he is credited with having promoted and prepared the Woolworth advertising campaign which appeared in the *Saturday Evening Post* and other national magazines early this spring, using thirteen color pages in one issue in each instance. In addition, more than 20,000,000 pieces of literature, in the form of booklets and folders, were used in the campaign.

Associated with Mr. Weir is George A. Woodard, formerly with the A. W. Shaw Company, later eastern advertising manager for the True Story group, and recently engaged in the promotion of aviation, who has been appointed advertising director of Tower Publishers, Incorporated.

Kenneth W. Hutchinson has been appointed managing editor of the new group. Mr. Hutchinson was formerly in the editorial department of the Frank A. Munsey Company and was recently connected with the Mackinon-Fly publications.

Advertisers Show Film of American Industry

"Highlights of American Industry," a composite motion picture prepared under the supervision of a joint committee of the Association of National Advertisers and the National Industrial Advertisers Association and which is to be shown at the Berlin Convention of the International Advertising Association in August, was previewed in New York last week.

The scenes in the film are selected from the operation of about twenty American companies and illustrate American industry from the making of a telephone to copper mining in Nevada. It also shows how motion picture films are used to tell the story of American business.

Dr. Walther Becker, German commercial attache, who witnessed the showing, stated that the film is to be sent to Germany in the ambassador's pouch, which goes direct to the Foreign Office in Berlin.

Fiction House Appoints

Fiction House, Inc., New York City, has appointed Rhodes & Leisenring Company, Chicago, as their Western representatives.



Wade Morton

Morton Will Direct Marketing of Cord Front-Drive Car

Wade Morton has become sales manager of the Cord front-drive division of the Auburn Automobile Company. The new Cord car, named after E. L. Cord, president of the company, will be introduced nationally in newspapers, magazines and other media in a few weeks and will be handled by regular Auburn dealers. Engineering research work on the car has been carried on by the company for the past three years.

Mr. Morton, well known as a race driver, has had executive, engineering and sales experience with various automobile companies. He joined Auburn three years ago. Recently he has been manager of contests for the company.

Merger of Fleischmann and Royal Effected

Standard Brands, Inc., formed by the merger of the Fleischmann Company, Royal Baking Powder Company and E. W. Gillett Company, Ltd., was formally launched this week with the deposit of the necessary amount of common stock of the merging companies.

It is expected that the consolidation will be followed soon by the acquisition of other companies specializing in the manufacture and distribution of packed articles.

Thumbnail Review of July Studies

(Continued from page 226)

Special cotton crop and market survey, *Journal of Commerce*, New York, July 31, Drayage Rate Summary of N. R. D. G. A. survey. *Retailing*, July 20.

Policyholders' Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York, has these two studies available without charge:

The Use of Research in Employment Stabilization. A report on applying research to steady personnel.

Bettering Production Methods Through Research. No. 3 of a series of reports on applying research to production.

Addresses delivered at the recent Mississippi Valley Manufacturers' and Wholesalers' Conference. Available without charge by applying to the Policyholders' Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York City:

Effective Sales Administration and Profits by Frank C. Rand, president International Shoe Company, St. Louis, Mo.

Up-to-Date Merchandising From the Wholesaler's Point of View, by S. M. Bond, president Wholesale Dry Goods Institute, Cleveland, Ohio.

Achieving Efficient Dealer Distribution, by Jason F. Whitney, president Kraft-Phenix Cheese Corp., Chicago, Ill.

How the Manufacturer Can Develop New Markets, by J. Kindelberger, president Kalamazoo Vegetable Parchment Company, Kalamazoo, Mich.

Research as an Aid to Improved Sales Methods, by Marshall E. Sampson, president Central Illinois Public Service Co., Chicago, Ill.

The New Place of Style and Design in Successful Marketing, by A. R. Erskine, president Studebaker Corp., South Bend, Ind.

Keeping Tuned in on Rapidly Changing Consumer Demand, by Walter G. Baumhoger, vice-president Montgomery Ward & Co., Chicago, Ill.

The Changing Scene in Marketing, by James L. Madden, third vice-president Metropolitan Life Insurance Co., New York City.

Addresses delivered at the recent First Southern Manufacturers' Sales Conference. Available without charge by applying to the Policyholders' Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York City:

Studying Consumers' Buying Habits, by Raymond A. Kline, vice-president Davison-Paxon Co., Atlanta, Ga.

Utilizing Salesmen's Time More Efficiently, by C. E. Shaw, manager of sales research, Dennison Manufacturing Co., Framingham, Mass.

Can Proper Merchandising Increase Sales of Textiles? by Cason J. Calloway, president Hillside Cotton Mills, La Grange, Ga.

Market Analysis and Furniture Style Trends, by Hugh A. Murrill, Jr., editor *Southern Furniture Journal*, High Point, N. C.

Start Catalog Service

Ben Forsyth, former sales promotion manager of the Diamond Motor Parts Company, now Aluminum Industries, Inc., and inventor of the Qwik-Find Cataloging System, has entered the catalog publishing field as head of the Ben Forsyth Publishing Company, Minneapolis.



TREES as TELLTALES

TREES encountering the greater hazards of the elements send their roots the deeper into earth.

The volume of production and the many and diversified contacts of concerns grown large through years of satisfactory service, develop a balanced organization, every department well manned and expertly supervised. Such, in brief, is the story of Sterling.

STERLING ART SERVICE — Designing, Layouts, Photo-retouching, Working Drawings. "STERLING RESULTS" — a monthly publication devoted to the problems of pictorial reproduction — Copies upon request.

STERLING ENGRAVING COMPANY, NEW YORK CITY

Branch Executive Offices—Graybar Building, LEXington 0792

. . . TWIN PRODUCTION PLANTS—DAY and NIGHT SERVICE . . .

475 TENTH AVENUE at 36th St., MEDallion 1900—200 WILLIAM STREET, BEEkman 2900

W E

THE MERGERS AND THE DEALERS. Colby M. Chester, Jr., president of General Foods, successor to Postum Company, confirms the news given to readers of SALES MANAGEMENT that recent mergers in food lines are trying to solve one of their problems in economic efficiency by cutting down selling forces through consolidation, while intermitting nothing of pre-merger effort to expand and keep alive the consumer good will of individual brands by means of advertising. In a public statement, he refers to five sales organizations within the corporation, each of which is now doing the work formerly done by several. Of the practical results shown in earning statements, it is of course too soon to speak. The great combination which seems to be attempting in the field of manufactured foods the sort of job which General Motors does in the automotive field is still so busy increasing its lines that no one, insider or outsider, can tell yet how its stockholders are faring in earning yield. . . . It will be interesting to observe whether it is possible with good effect to manage massed selling functions and sales promotion functions in this way. A few of the patent medicine concerns have found it practicable to rely almost exclusively on advertising. But the merchandise they deal in can hardly be compared with foods for the purposes of distribution. General Motors, on the other hand, while steadily increasing sales promotion by consumer advertising, has abated nothing of the concentrated energies of its independent selling forces. Offering "a car for every purse," it maintains a separate selling organization for each car division. Of the results in earning yield obtained by this great merger the whole world is aware. . . . There is one aspect of the situation which General Foods may or may not have considered. Because branded goods are believed by independent dealers to have served the chains well as "loss leaders" or decoys on which profit is very slight, large numbers of independents have copied the chain practice with respect to well-known package foods. As a result, many dealers' interest in that part of their stock is concerned mainly with its value as a magnet to possible customers for more profitable wares.

THE ENDURING SHOEMAKER AND HIS LAST. The announcement that J. P. Morgan & Company are now established in an important proprietary relationship to Procter, Gamble & Company calls fresh attention to the role of banking interests as partners in commercial business. Examples are numerous and of late they have been multiplying apace. Of the results no trend is yet clearly discernible. But there are tolerably definite indications of a rule which might easily have been foreseen, namely, that bankers are more useful in providing the capital resources for enlarging the structure of business

than in directing the policies of business and the lines of development it should follow for sure growth on its own foundations. . . . In the great inventory liquidation of 1920-1921 some trust companies and other banking institutions found themselves loaded up with goods and raw material, on which they had made advances during the preceding inflation period, that could not be repaid when the pinch came. Most of them learned then that the merchandising job thrust upon their hands was little to their liking and unsuited to their special abilities. Memory of these unpleasant days, surely not yet entirely obliterated, should make them hesitate to figure as anything but sleeping partners in the enterprises outside their own field of activities which are attracting them in increasing numbers. . . . The old adage about the shoemaker and his last may have lost some of its sharp point in these days of swift change in habit and practice. But its roots lie deep in the soil of common sense, and it has survived the artisan on his solitary stool because its wisdom is as apparent today as it ever was.

REWARDS OF SUCCESSFUL ADVERTISING. It is easy to predict unprecedented volume of advertising in the last half of 1929 now that we have counted the gains of the first half of the year and realized that the momentum of business which began to gather fresh head in the latter part of 1928 is carrying us through the traditional summer dullness at a pace which is not often associated with the vacation period. Nothing but unforeseen difficulties can arrest the expansion that is apparent on every side. It is the natural sequel to the discovery that buying power of American consumers has been growing faster than was generally realized before such progressive leaders as the manufacturers of automobiles demonstrated that cars could be sold in great numbers after every family that seemed able to buy one had a well-stocked garage or parking place near its home. . . . Those that are now, somewhat belatedly, exercising their prophetic powers to inspire publishers with enthusiasm over the immediate outlook would be on less trodden ground if they would turn their attention to the more distant outlook for evidence of what is farther ahead. There they would see signs of competition for sales on a scale which, by comparison, is likely to make the present struggle seem insignificant and tame. All the driving force that was directed to increasing the flow of production in the midst of sellers' markets is now centered on selling goods, in buyers' markets and as long as this ardor persists, every effective means of securing public attention to what is for sale is certain to be used to the utmost. . . . Nothing now in sight portends a change. But it will be well for those that control the means by which sales efforts are quickened to bear in mind that we are not on the threshold of any orgy of advertising expenditures such as was witnessed in 1919, after peace, when President Wilson urged the country to resume business as usual. Discrimination among instruments for promoting sales is the order of the day as much as aggressiveness in pursuit of customers.

Springfield Is Busy...

A few pertinent figures from Springfield, Mass.

EMPLOYMENT increased $4\frac{1}{2}$ per cent from March 1 to June 30 of this year; increased $11\frac{1}{2}$ per cent over June of last year.

ELECTRIC POWER consumption increased 30 per cent for first six months of 1929 over 1928.

GAS consumption increased 4 per cent for first six months of 1929 over 1928.

TELEPHONES—3 per cent increase in number of telephones as of June 30, 1929, over number for same date of last year.

Market Center of Progressive Western Mass.

DIVERSIFIED INDUSTRY — CONCENTRATED WEALTH

A Good Place to Do Business

FOR MARKET INFORMATION ADDRESS

THE SPRINGFIELD NEWSPAPERS

UNION

REPUBLICAN

DAILY NEWS

SPRINGFIELD, MASS.

11% Gain in Advertising Lineage for First 6 Months of 1929 Over 1928

Office Staff Rounds Up Half a Million in Orders

(Continued from page 235)

more highly than a mere monetary compensation. Also, the sporting element of competition was advantageously injected. This plan has now been varied somewhat, not because it lacked any essentials, but because a new angle was needed to maintain interest. So many employees won trophies that there was a danger of their becoming commonplace, and the winners needed a new incentive.

Possibly a list of the rules governing the award of sales honor trophies as the plan was first applied will give a picture of it:

1. All employees are eligible with exception of district and depot managers and senior salesmen.

2. Awards will be based on sale to new customers of scrip books; lubricating oil, grease and gasoline or kerosene in bulk or container, credit to be given for the first thirty days' requirement.

3. A purchaser is considered a new customer if he has not purchased the product sold him during a period of six months preceding the sale.

4. The award of trophies will be based on a system of points by which each ten dollars of new business will represent one point.

Rules of the Contest

5. Any employee will be awarded a Bronze Trophy upon securing either fifteen points in a thirty-day period or sixty points in one year.

6. Any employee will be awarded a Silver Trophy upon securing either forty points in a thirty-day period or four bronze trophies within a one-year period or 120 points within a one-year period.

7. Any employee will be awarded a Gold Trophy upon securing either seventy-five points within a thirty-day period or three silver trophies within a one-year period or 225 points within a one-year period.

8. Any employee will be awarded a Diamond Trophy upon securing either 100 points within a thirty-day period or three gold trophies within a one-year period or 300 points within a one-year period.

9. Trophies will take the form of a small embossed shell, samples of which will be on view in every department. They will be made up in three forms, brooch, watch charm and screw back for lapel. They will be inscribed with the name of the employee.

10. Contestants must secure author-

ity to quote prices from his or her department head, or from the local manager.

11. Authorization to make credit sales must be obtained from the district or depot manager or department head. When cash sales are made the name of purchaser, his address and telephone number must accompany the order.

12. The employee should fill in the enrollment card he receives; indicating any date, within thirty days of receipt of card, on which he desires enrollment to begin. The card should then be turned in to department manager.

13. The employee should enter each sale on a separate card (obtainable from department manager) and turn in this card to the department manager.

\$526,000 New Business

14. A "sales honor trophy" will be forwarded to the qualifying employee as soon as the requisite number of points are recorded. A trophy of the next higher grade will be forwarded as soon as earned, upon return of the original trophy awarded.

15. If the same grade of trophy is earned more than once, certificates will be issued in each case to verify the fact; and these certificates will be recorded by the company as evidence of sustained effort on the part of employees.

16. In the event of a change in marketing policy, we reserve the right to make such revision as is deemed necessary for the equitable award of trophies.

A repetition of the Diamond Trophy also brought with it a \$25 bonus.

At the end of the first year, new business totaling \$526,000 had been brought in directly through the efforts of the participants in the honor trophy event. There were 38,000 individual sales among the 1,700 enrolled, and these won 600 bronze trophies, 176 silver trophies, twenty-seven gold trophies, and thirty-nine diamond trophies. Officials estimate that the indirect business resulting from the plan amounts to about \$3,000,000 per year.

"Aside from this notable volume of business, we feel that a worthwhile result is the incentive for employees to put forth their best efforts on their respective jobs, by virtue of the new interest they take in the selling phase,"

pointed out Mr. Miller. "We are always on the lookout for employees with selling ability, and this plan helps to uncover latent ability. We make it a point to promote every winner of the diamond trophy in order to further emphasize our recognition of sustained effort and achievement. The plan was particularly gratifying because it has shown us that many of our employees have business talent and resourcefulness which we might otherwise not have discovered for a long time."

To capitalize on the competitive aspects of the plan, the names of trophy winners were posted in company departments and branches.

As was said earlier in this article, the plan has recently been expanded to provide a new angle of interest. The name has been changed to the "Shell Premium Sales Plan." Besides being awarded an honorary trophy, the employees were allowed a bonus amounting to 5 per cent, redeemable in new business premiums, on all verified new business. These premiums, consisting of articles of merchandise, are listed in a forty-eight-page catalog which may be obtained on request from any sales depot office or department manager.

Use Premium Stamps

In addition to new business premiums, a sales trophy, taking the form of a small embossed shell in gold, set with diamonds, is awarded a contestant when his gross sales of new business within a period of one year reaches the amount of \$5,000.

In order to make the execution of the plan extremely simple, all accounting of commission bonuses has been eliminated by the use of premium stamps. In the book of rules is a stapled pad, each sheet of which is marked with squares to accommodate premium stamps. These stamps are in ten-cent denominations, and when an employee reports a sale he submits the written order on an order blank also provided in pad form in the book of rules. He is given premium stamps in lieu of cash commission, and these stamps are pasted in his book. When filled, each sheet is valued at \$2.50. The employee also makes a record of the sale in a stapled pad in his book, giving the date, customer's name and address, cash or credit, product, amount and manager's OK.

When an employee accumulates a considerable amount in stamps, he selects a premium article from the catalog, which is shown with standard retail price quotations. He then submits commission stamps to the listed value of the article desired, together

with sheets ment or ex office.

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"W

with the corresponding sales record sheets, to the depot office or department manager. Premiums are mailed or expressed from the sales division office.

The advantage of using merchandise premiums rather than cash commissions lies in the fact that an employee's family will be as interested in his sales achievement as anyone. Possibly the wife will see a silver set in the catalog that she greatly desires. Not only will she inspire her husband to win commission stamps to the value of this set, but she herself, may assist in the selling job.

In order to make the line as broad as possible so that everyone in the organization can find a market, the Shell company recently added to its staple lines a number of specialty items, such as dry cleaner, furniture polish, Shell household lubricant, Shell fly spray, Shell auto polish, Shell lighter fluid for cigarette lighters. The neighborhood drug stores, grocery stores and hardware stores are excellent sales pos-

sibilities, as well as friends and neighbors.

These specialty products have been arranged in convenient sample kits to make the selling job easier.

This slightly new set-up in the plan of encouraging everyone in the organization to join the selling ranks is simply a means of providing a variation that will keep interest alive.

And when increased volume runs into the millions it is an effort that is very much worthwhile from the executive standpoint. Employees not only profit in a material way, but improve themselves by developing initiative and an interest in their work and thus fit themselves for more responsible jobs.

Usually, any plan for developing manpower in an organization is an expenditure in educational work; this plan is not only profitable in itself, but is a more potent educational force because the incentive comes from within. Employees learn by experience, rather than by rote.

Dennison's Courtesy Plan for Receiving Salesmen

A LITTLE booklet which salesmen find in the reception room of the Dennison Manufacturing Company at Framingham, Massachusetts, explains the procedure to be followed in getting an interview and the courtesy which the company extends to its callers.

"It is our policy to extend to all visiting salesmen the courtesy of an interview—to be given in all cases as soon as possible after their arrival," is the statement to be found in the foreword.

The visit, from opening the reception room door to catching a train, is outlined. "When You Introduce Yourself" the first step is captioned. It explains time may be saved by calling for a member of the purchasing department, who, in turn, may refer the salesmen to the proper executive.

"While You Wait" is the head on a paragraph devoted to some of the courtesies which the company extends to its waiting salesmen. "The girls at the information desk are at your service if you wish to telephone, send telegrams or consult time-tables." Telephone directories are conveniently placed and salesmen are urged to bring in friends who might be waiting outside. It is suggested that they visit display and history rooms while waiting.

"We shall be pleased to allow you

time enough to present your case fairly and completely" is the statement following the head "The Interview Itself," which continues with an encouraging note that if the salesmen's goods or services are not needed "remember that changing conditions and needs may make us very glad to do business with you at some future time."

Time tables for local trains, and for motorists a large road map, are also to be found in the reception room.

Further encouragement is offered the salesman at the end of the book. "If you have any doubtful items, our suggestion would be to mention them." Following this is a shopping list, which gives salesmen an idea of the variety of materials purchased.

The courtesies thus extended to salesmen who call on the Dennison company are particularly interesting in the light of the increasing interest among all sales executives, in finding ways and means for cutting down the enormous waste which is involved in the time salesmen must spend waiting for buyers, in getting to the proper official for sales presentations, and so forth. SALES MANAGEMENT recently printed an article describing the purchasing plan of the Oakland Motor Car Company; this concern has arranged a plan whereby every salesman who calls is seen within five minutes.

**BIGELOW,
KENT,
WILLARD
& CO., Inc.**

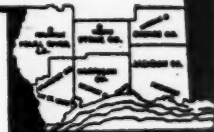
Consulting Engineers

*Merchandising
Counselors*

**Park Square Building
BOSTON, MASSACHUSETTS**

A record of the Proceedings of the Second Merchandising Conference, held under our auspices in Boston, in May, is available for loan to company officials. A request will place your name on the list to receive a copy, which is to be returned to us in ten days.

More than
eighty
national
advertisers
know that
complete and
effective coverage
of the Mississippi
Coast cannot be
secured without the
use of



"There are
many reasons"

THE DAILY HERALD

Herald Building
Gulfport

Mississippi

Herald Building
Biloxi

11 Years of Experience

For

\$50.00 a Month

You Manufacturers, Merchants, Sales and Sales Promotion Managers, who have felt the need for a correspondence supervisor—This advertisement was written to you.

Send me carbon copies of your daily correspondence from every department of your business. I will review it and return it to you with marginal notes for \$50.00 a month.

Do you use sales, collection or adjustment letters in your business?

I will write them for you for \$15.00 each or \$10.00 each in series of three or more.

Both services for \$125.00 a month.

Your work will not be delegated to a clerk, it will be handled by myself, personally and individually.

GEO. R. EVANS

153 North Market Street
Troy, Ohio

SELLING MRS. CONSUMER

By MRS. CHRISTINE FREDERICK

If you have grappled in despair with that elusive thing called "feminine psychology" in connection with the sale of your product, you will appreciate and marvel at Mrs. Frederick's masterful handling of the subject, and the simplicity with which she has performed the miracle of reducing your problem and its answer to a workable formula.

A few of her conclusions appear in the half-dozen chapters selected at random from the thirty-eight chapters of her book:

1. Facts Regarding Mrs. Consumer's Buying Power.
2. Feminine Instincts and Buying Psychology.
3. Market Research and Consumer Reaction.
4. Practical Points in Selling Equipment to Mrs. Consumer.
5. New Consumer Attitudes Toward Chain Stores.
6. Mrs. Consumer's Attitude Toward Advertising.

400 pages, charts and diagrams -
Price postpaid, \$5.00

SALES MANAGEMENT

Book Service

420 Lexington Ave., New York, N. Y.

Wholesalers Tell What Lines They Push and Why

(Continued from page 242)

effect of a policy encouraging cut-price competition in wholesale distribution. As a partial list of manufacturers whose selling policies are satisfactory to his company, he mentioned Certified Extracts Company, Columbia Conserve Company, Comstock Canned, Inc., Dannemiller Coffee Company, Diamond Match Company, Dixie-Portland Flour Company, Kirgan's Arcadia Farms, Larsen & Company, Manhattan Baking Powder Company, Morton Salt Company, Northern Illinois Cereal Company, Quaker Products Company, Inc., Republic Food Products Company, Otto Seider, Incorporated, Southwestern Broom Manufacturing Company and Star & Crescent Milling Company, and continued:

Offer Selling Help

"We are featuring and pushing these manufacturers' products for the prime reason that we secure their active support and interest in the distribution of their products. This cooperation is manifested not only in giving us fair prices, but also assisting us in proper merchandising methods—in advertising and in a great many ways promoting the interest of both the consumer and retailer in order to secure proper distribution.

"Moreover, in distributing goods of these manufacturers and others like them we do not have the lively cut-throat competition that seems to be the bane of the wholesale grocer, especially in selling many advertised brands. We find that a large number of manufacturers of nationally advertised goods do not appear to care very much about the interests of the jobber and retailer. Their main purpose seems to be to secure volume distribution, and frequently at the expense of a reasonable profit to the jobber and retailer. Hence, their lines possess very little interest to us; our policy is to carry as few of them as possible, and to develop and strengthen the interest of our people in lines that are not sold subject to price-cutting in practically every chain store."

C. M. Brown, a member of The Guymon Petro Mercantile Company, Hutchinson, Kansas, stressed the necessity of a fixed policy on the part of both wholesaler and manufacturer. He mentioned the Purity Oats Company and the Pennsylvania Salt Manufacturing Company as representing typ-

ically a number of manufacturers whose policies encourage his concern to cooperate to the fullest extent and to push their products at all times. This he gave as the reason for the success of his company, explaining that no red ink whatever had ever been used during the twenty-six years of its existence, and added:

Investigates Sales Policies

"In buying all of our merchandise we make it a point to investigate first the policy of the packer or manufacturer, so far as their relationship with their jobbers and the retailer is concerned. We feel that no company is better than its expressed policy. When a manufacturer convinces us that his policy will conform to our own and will enable us, as wholesale distributors, to serve his interests on a basis mutually profitable, and that he is interested enough not to create a condition which will force us to distribute his goods at prices showing no profit, he finds us in a receptive mood. We want the policy of such a manufacturer to include an interest in his distributors, which encourages him to help train our sales force to sell his product the way he wants it sold to insure its growth. Also, when a manufacturer provides introductory or specialty selling, we must be assured that, regardless of how few or how many orders may be turned over to us, we can fill them with confidence, knowing that they are genuine. When we cooperate with a manufacturer of the kind we not only put all of our sales effort into the distribution of his product or line, but we also lend our good name to him in backing up every claim and representation he makes regarding his goods."

His statements referred only to manufacturers of products adequate in quality and other essentials, Mr. Brown said.

"Naturally," he concluded, "when a manufacturer approaches us with a new product, we are interested in what his sales policy is to insure sufficient consumer demand to justify our retail customers in stocking the item. We feel obligated not to offer our customers new lines or specialties unless we are assured that sufficient advertising, sampling or demonstration work will be conducted to make the lines profitable for the retailer to handle."

Carl Beasley stated that his house

favors in every possible way manufacturers who have a conscience in business, who believe in a live-and-let-live policy and are loyal to their friends, the wholesale grocers, who have helped them reach the position they now occupy in the manufacturing world. Mr. Beasley is a member of the firm of F. J. Beasley Milling and Grocery Company, Athens, Ohio, and as typically representative of the class of manufacturers referred to, he mentioned the Toledo Rex Spray Company, Dwinnell-Wright Company, Cream of Wheat Company, Three-Minute Cereal Company, Post Products Company, Inc., and George F. Weimann Company.

"So far as we know," Mr. Beasley continued, "their policies are an open book, they do not merchandise their products through methods of bribing jobbers' salesmen and buyers, and they do not sell desk jobbers. We have learned to place confidence in their every action. It is indeed a pleasure to learn from experience there are companies not to be swayed from good policies by every breeze that sweeps the ever-changing industrial world."

News Tie-up in Advertising Closes Six Trust Accounts

A SCOOP advertisement, on the street with the first news of a big fire, recently brought more than \$750,000 in new business to the insurance trust service department of the Bank of California, Seattle, within a week. This represented six new trusts, the smallest of which was \$100,000.

At seven o'clock in the morning the fire alarm was turned in. By eight o'clock the copy for the advertisement had been okayed by a bank official. Soon afterward advertising officials of the Seattle Times were being persuaded to ignore copy deadlines, and before noon extras on the fire carried also an advertisement stressing the necessity for preparedness.

Reprints of the advertisement were in the mails that night, sent to all attorneys and to the bank's trust prospects, while the catastrophe was fresh in their minds.

Illustrating this scoop advertisement was a four year-old cut, which had served in an advertisement congratulating the Seattle fire department when insurance rates were lowered. This was a drawing, showing the fire department at work on a sensational fire. Reprints of this drawing had been distributed to city firemen.

The Bank of California led in num-

ber and volume of insurance trusts for 1928, partially as a result of its consistent advertising campaign, covering five years. Much of this campaign has been devoted to institutional advertising, as well as explaining the trust services. The public library has been hailed as an institution making "2,500,000 loans a year," and other community activities have also been used as the basis for good-will advertising.

Incidentally, the subject of chain store competition was popular with all who answered the question, and one of the five wholesalers refused to comment on any other subject, claiming it is the most destructive phase of present distribution. He is an official of a large and successful eastern grocery distributing concern, but requested that neither his company nor himself be identified. However, he summed up the opinions of the others significantly, since wholesale grocers still distribute approximately 75 per cent of all grocery products, and his statement follows:

"It would take too long to go into the details of the matter, but as a general proposition we never urge the sales of advertised articles handled by the chain store systems. The day may never come when we will not handle such goods at all, but in any event their sale will be reduced to a minimum. When we have reason to believe manufacturers are giving better prices to chain stores than they give to us, we do without their goods as far as possible. And so far this policy has not hurt us."

Launch New Radio Service at Chicago

After seven months of preparatory work, Radio Advertising System have opened offices at 140 South Dearborn Street, Chicago.

The organization handles radio advertising by record (electrical transcription) on five, fifteen and thirty-minute programs.

They feature a complete five-minute electrically recorded entertainment program with sufficient mention of the advertiser's product on the record to focus the listener's attention to it.

The Gillette Publishing Company has announced the publication of a new monthly business magazine, *Motor Freight*. R. B. McVoId is editor and general manager.

Take Advantage
of a New Service
at Our Old Rates

The Womans Press

the national official magazine of the Young Women's Christian Associations is building up

Individual Service
for Every Advertiser

We address, mail, and circularize our extensive organization for you.

Service Given Gratis
to Our Advertisers

After November 1 our rates will be increased.

Now is the time to write for further details to:

CLARA JANOUCH

Advertising Manager

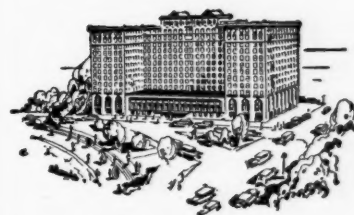
600 Lexington Avenue

New York City

Why you will come back!

You will find ease and comfort in its livable rooms; you will enjoy the tempting food for which THE DRAKE is famed. But even more will you appreciate being able to enjoy sunny rooms with a wide outlook over Lake Michigan, yet be within easy walking distance of the clanging, surging streets of Chicago's Loop. Rates as low as five dollars a day single room with bath; six dollars double. Special discounts for extended stays. Write for Illustrated Booklet, Edition 10.

THE DRAKE is under the
Blackstone management,
the world's standard in
hotel service



The DRAKE
HOTEL Chicago

What Sales Managers Should Know about the Rocky Mountain Market

(Continued from page 237)

modities is only a coincidence and many irregularities must be taken into account.

Each of the thirty-seven zones on the map supports one or more cities or towns with retail, wholesale and banking facilities and daily newspaper circulation. In many cases the equipment for transacting business is more complete than in cities or towns of the same size in Eastern states. This is because the larger cities are more scattered in the West and the smaller communities must be prepared to meet more fully the needs of their population.

But beyond this general similarity, the various zones differ widely in density of population, prevailing occupation and levels of prosperity and buying power. Areas surrounding the larger cities, such as Denver, Salt Lake City, Pueblo, Phoenix, Butte and Boise, have obvious points of difference from the zones resulting from concentration of mining or agricultural population.

Facts About Population

Also there are wide differences in the degree of concentration found in the various states of the Rocky Mountain region.

In Utah, for example, an area of only 18 per cent of the total state includes 67 per cent of the population and 82 per cent of the income tax returns filed. The reason for the high degree of concentration here is found in the sharp contrast between the fertile valleys in the North and the extensive semi-arid desert and mountain regions in the South and West.

Arizona population has grouped itself in the irrigated farming sections and around the copper mining centers, with the result that 16 per cent of the area includes 60 per cent of the population.

In Colorado, also, a large part of the population is included in the zones of concentration. Here, however, the situation is a little different, since Colorado has reached a somewhat more advanced stage of economic development than most of the other mountain states and supports a larger total population. A little over a quarter of the state's area can now be included in the zones of relative concentration, and this territory has 69 per cent of the population.

In Idaho and Montana the concen-

tration is not so pronounced. There are more scattered centers of agricultural and mining development, while the cities have drawn in a smaller percentage of the total population.

In Wyoming and New Mexico economic development is advancing only slowly to the stage which brings groupings of industrial workers in the larger cities. The trend toward further concentration of population, however, is seen in the recent rapid growth of numerous towns and cities, of which Casper, Wyoming, is an outstanding example.

A Zone Analysis

Nevada, the baby state in total population and one of the largest in area, does not present a very favorable field for concentrated marketing activity. Even here, however, it is significant evidence of the population scheme of the West that one small district around Reno includes 30 per cent of the state's population in only 3 per cent of the total area.

The following table shows, for each state and for the Rocky Mountain region as a whole, the percentage of area, population and income returns included in the zones of concentration selected for this survey:

	Total Area	Total Population	Inc. Tax Returns
State	Pct.	Pct.	Pct.
Colorado ..	26	69	84
Utah	18	67	82
Arizona ...	16	60	76
Idaho	21	52	55
Montana ...	17	48	67
Wyoming ..	14	39	52
New Mexico	11	30	47
Nevada	3	30	39
Eight states combined	15	56	70

Once again it should be pointed out that the foregoing analysis is to a large extent arbitrary. By the use of marketing zones of different physical extent, or by including a larger or smaller number of such zones, the percentage figures could be varied considerably, although the general picture of population distribution would not be altered.

Probably no marketing organization approaches this problem in exactly the manner outlined above. It may safely be said, however, that those organizations which are most successful in their distribution efforts in the Rocky Mountain states are making

some sort of scientific study of the problem. They are going after business in the districts where population and buying power make it profitable and are learning to appreciate the essential difference between the zones of concentration and the extensive "white areas" on the map.

There is no desire to exaggerate in this article the economic importance of the Rocky Mountain West. In these days of statistical control of business, sectional claims are subjected to rigorous investigation and absurdities are quickly eliminated.

The mountain states are the youngest in the national family. They are still in the earlier stages of their development and growth.

Nevertheless, they support already a population of approximately 4,000,000 people. And just now, with our larger industries making vigorous and sometimes frantic efforts to develop foreign markets which will absorb their increasing output, it is hardly good business to pass over lightly a population of 4,000,000, with American standards of living and with per capita income and per capita wealth a little above the average for the nation.

Listed below are the cities, in each state, which form the centers of the market zones which are shown on the outline map reproduced with this article. Where a zone is built around two cities of about equal importance, the names appear in conjunction.

Washington: Lewiston.

Montana: Missoula, Great Falls, Lewiston, Helena, Bozeman-Livingston, Billings, Butte.

Idaho: Boise, Idaho Falls, Twin Falls, Pocatello.

Nevada: Reno.

Utah: Ogden, Salt Lake City, Provo, Logan.

Wyoming: Sheridan, Casper, Laramie, Cheyenne.

Colorado: Fort Collins-Greeley, Fort Morgan-Sterling, Denver, Grand Junction, Colorado Springs-Pueblo, La Junta, Trinidad.

New Mexico: Santa Fe, Raton, Las Vegas, Albuquerque.

Arizona: Prescott, Tucson, Bisbee-Douglas, Phoenix, Miami-Globe.

A. K. Bayler Dies

Armistead K. Bayler, veteran commercial engineer of the General Electric Company, died at Ipswich, Massachusetts, August 1. He was formerly general sales manager of the British Thomson-Houston Company and for a number of years was in the commercial general department of the General Electric Company. He was also vice-president of the Edison Electric Appliance Company.



First prize in Illustrative Advertising, Live Models Class, was won by this photograph at the recent convention of the Photographers' Association. The scene for the photograph is studio-built, and it was partially on this fact that the photograph won first place. Illustration made by Underwood & Underwood for Batten, Barton, Durstine & Osborn, Inc., for the advertising of Modess

Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive, equals 100)

Year 1929		Year 1928		Apr. 20 ... 156	Apr. 21 ... 128
Jan. 5 ... 103	Jan. 7 ... 100	Jan. 5 ... 103	Jan. 7 ... 100	Apr. 27 ... 155	Apr. 28 ... 126
Jan. 12 ... 138	Jan. 14 ... 120	Jan. 12 ... 138	Jan. 14 ... 120	May 4 ... 156	May 5 ... 126
Jan. 19 ... 142	Jan. 21 ... 126	Jan. 19 ... 142	Jan. 21 ... 126	May 11 ... 150	May 12 ... 126
Jan. 26 ... 144	Jan. 28 ... 132	Jan. 26 ... 144	Jan. 28 ... 132	May 18 ... 149	May 19 ... 126
Feb. 2 ... 147	Feb. 4 ... 132	Feb. 2 ... 147	Feb. 4 ... 132	May 25 ... 146	May 26 ... 125
Feb. 9 ... 149	Feb. 11 ... 137	Feb. 9 ... 149	Feb. 11 ... 137	Jne. 1 ... 144	Jne. 2 ... 126
Feb. 16 ... 147	Feb. 18 ... 139	Feb. 16 ... 147	Feb. 18 ... 139	Jne. 8 ... 140	Jne. 9 ... 127
Feb. 23 ... 150	Feb. 25 ... 135	Feb. 23 ... 150	Feb. 25 ... 135	Jne. 15 ... 142	Jne. 16 ... 125
Mar. 2 ... 150	Mar. 3 ... 132	Mar. 2 ... 150	Mar. 3 ... 132	Jne. 22 ... 141	Jne. 23 ... 122
Mar. 9 ... 147	Mar. 10 ... 133	Mar. 9 ... 147	Mar. 10 ... 133	Jne. 29 ... 141	Jne. 30 ... 121
Mar. 16 ... 149	Mar. 17 ... 134	Mar. 16 ... 149	Mar. 17 ... 134	Jly. 6 ... 138	Jly. 7 ... 120
Mar. 23 ... 153	Mar. 24 ... 131	Mar. 23 ... 153	Mar. 24 ... 131	Jly. 13 ... 138	Jly. 14 ... 128
Mar. 30 ... 153	Mar. 31 ... 132	Mar. 30 ... 153	Mar. 31 ... 132	Jly. 20 ... 138	Jly. 21 ... 130
Apr. 6 ... 148	Apr. 7 ... 128	Apr. 6 ... 148	Apr. 7 ... 128	Jly. 27 ... 136	Jly. 28 ... 133
Apr. 13 ... 157	Apr. 14 ... 126	Apr. 13 ... 157	Apr. 14 ... 126	Aug. 3 ... 136	Aug. 4 ... 131

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity are based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent

the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that has been thus far developed. This index has been carefully checked against retail sales and production of the automotive industry and its accuracy thereby demonstrated over a period of years.

Dispensers of True
Southern Hospitality

ATLANTA
Ansley

BIRMINGHAM
Tutwiler

BIRMINGHAM
Redmont

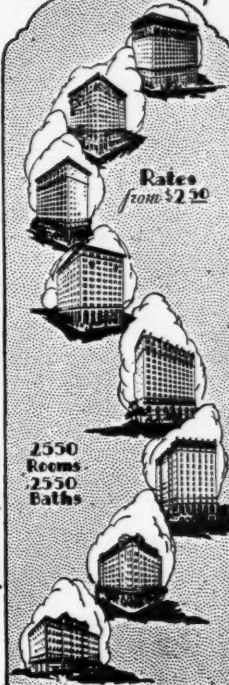
MONTGOMERY
Jefferson Davis

JACKSONVILLE
Carling

NASHVILLE
Andrew Jackson

DANVILLE ILL.
Wolford

EAST
ST. LOUIS ILL.
Broadmow



**DINKLER
HOTELS**



MARKET ANALYSIS

By PERCIVAL WHITE

52 charts, diagrams, sample letters and questionnaires are given to show how market research work has been done by others, and to give the reader a plan of campaign for a survey of his own. This book will be particularly valuable to any sales executive who feels that his sales volume has not reached full potentialities; it shows how and where to get the needed facts, how to analyze them, how to use them profitably. 340 pages.

Price, postpaid, \$4.00

SALES MANAGEMENT

Book Service

420 LEXINGTON AVENUE
NEW YORK CITY

How Jack Jones Built a Blue Ribbon Sales Organization

(Continued from page 245)

man's world. Occasionally parties of government officials, capitalists, or other notables came through on inspection trips to check up on the developments and the potentialities of the unknown West. Contrasting with these were miners, cowboys, bullwhackers, card sharks and gamblers. There was also the middle class represented by town merchants, storekeepers, professional men, and office holders.

"Obviously, being a hotel clerk under such conditions was a diplomat's job. You had to be able to tell whether the man with the Prince Albert coat, who came on the four o'clock stage, had come to buy a mine, or whether it would be necessary to watch the back window of room No. 3 over the bar to see that he did not lower his carpet bag on a rope when he was ready to depart. Not that I mean everyone would bear watching, for in the main they were an honest, fair-minded folk who shot as square as they did straight. But it was an odd, strangely mixed conglomeration of human natures from which almost anything might be expected. I suppose I was more than ordinarily receptive to impressions, being a newcomer in America and feeling the urgent necessity of becoming acquainted with a new land and new customs as well as with a new people," Mr. Jones said.

Breaking into Selling

"One of the real issues of the time was the question of Montana becoming a state. As you might expect, this was the topic for unending red-hot discussions by the hotel stove league, a quite cosmopolitan collection of individuals. Naturally, I absorbed so many of the pros and cons that I became thoroughly imbued with the subject and somewhat of an authority. Sufficiently so that when the bill was finally to be proposed for ratification in 1889, I was commissioned to stump the state in its favor.

"Returning to Great Falls after the election, I received my first actual selling experience. I entered the real estate and fire insurance business. Although the enterprise was no bonanza, I made out fairly well. There was enough competition to make things interesting and give me something to think about. Also, I had plenty of time to think. I thought mostly about the general principles and ethics, or

lack of them, which governed the conduct of business in those days, and concluded that if we had a bigger and better town with more people and more activities there would be more and better business. The upshot of it was, we organized the Great Falls Board of Trade, probably the first such organization in the West, and the forerunner of present day chambers of commerce. I found time to perform the functions of secretary. In 1894 I supported Anaconda for the capital of the state, speaking in every large city and hamlet in Montana."

Along in 1896, an opportunity to hitch up with the old Denver *Republican* as a political writer provided the lure which enticed John G. Jones away from Great Falls. Newspaper work holds a glamor for a young fellow on the tender side of thirty, and Mr. Jones had developed taste for politics in work. It promised contact with a new kind of people, and a chance to shape the public mind through the power of the press. Mr. Jones continued in newspaper work for several years, and during this period stumped the state of Colorado for the election of Governor Peabody, a Republican.

Piling up Experience

Following this period of newspaper work came his experience as shift boss in the mines at Cripple Creek, Colorado. In 1904 the migratory urge again seized Jones. He severed his Western ties and pulled stakes for Chicago, obtaining a job with the Chicago Telephone Company selling telephone contracts. Within a year, he was transferred to the suburban department and placed in charge of the newly acquired Gardiner Exchange. The big task was obtaining new contracts to permit changing from grounded twenty-party lines to the restricted metallic system. Several months of effort had already been expended in the endeavor without appreciable success.

At that time, Dr. Yan McClaren, a doctor of the old school, was one of the most widely known and best loved characters in the community. He had helped bring their babies into the world, and had given heart to the families of those who had departed from it. Faced with the problem of obtaining the transfer contracts, Mr. Jones sought the assistance of old Doctor McClaren. Riding around with

the doctor on his calls, it was no trick to obtain the necessary landowners' signatures plus their genuine feeling of good will, and the entire subscriber list was closed within a few weeks.

When thirty-seven years of age, John G. Jones again felt the urge to sell, and devoted the next four years to selling life insurance in Pittsburgh, and to the book business in Ohio. It is interesting to observe that both these connections involved services for human betterment rather than merchandise of commodities. This strain of interest in intangibles promoting welfare and advancement of the individual has threaded its course prominently throughout Mr. Jones' entire life.

To Sales Leadership

This characteristic spirit was offered expression in the educational services of the Alexander Hamilton Institute. In 1910 Mr. Jones joined the Institute's sales force. His knowledge of people, their needs, and their ideals, and his natural capacity for leadership soon made their mark with the result that within two years Jones was advanced to sales manager.

Further progress was soon to follow. In 1915, Mr. Jones was elected vice-president, director and member of the executive committee. He likewise became general sales manager in charge of all sales and advertising activities of the Alexander Hamilton Institute.

But the name John George Jones is well known in other spheres, for Mr. Jones has found time to foster enterprises promoting advanced ideas in his field. In 1913, he organized and conducted a course in salesmanship, and sales management at the New York University, School of Commerce. This was the first such course ever offered by any regularly endowed college or university and has been the model for a number of similar courses which have since been developed.

In 1915-16, he delivered a series of special lectures on marketing at the Case School of Applied Science, Cleveland, Ohio. It was also in 1915 that his book, "Salesmanship and Sales Management" was published.

Mr. Jones was a speaker before the National Association of Life Underwriters at St. Louis, in 1916, and before the World Sales Congress, at Detroit, in 1917. In 1920-21, he served as chairman of the International Rotary Clubs' Committee on business methods and industrial relations. He also acted as chairman of the executive committee in the Rotary Club's prosperity poster campaign. He is a member of the American Economic Association.

A Sales Kit that Closes Tough Buyers

(Continued from page 243)

that district and the number of car owners. He was able to show, in a simple manner, that with the right management excellent returns could be obtained for the money invested. Photographs also figured. Considerable time was spent in research work in preparing this layout but it sold the property quickly and effectively.

One big advantage this type of kit has is that it prepares the salesman for any type of interview. Before calling on any prospective client, he has learned every detail and selling point about the property he offers. The research he has undergone in helping to prepare the kit material gives him a thorough knowledge of his subject.

The preparation of these kits presented a problem. Realizing the important part they were playing in his sales program, F. A. DeBoos, sales manager, appointed one man to supervise the preparation. It is his duty to keep these kits up-to-date and workable. This may sound simple, but when one considers that each of the twenty-six kits used are different, the reader will realize it is no simple task.

Kit Made to Fit Salesman

The make-up of each kit is given careful study. Each man has a special territory and every piece of property in his territory is listed in the same careful manner as was the garage already mentioned. In preparing the kit the personality and characteristics of the salesman himself are taken into careful consideration. The kit is made for him and to fit his needs. It becomes not just a mere kit, something he is compelled to carry, but rather a very vital part of his salesmanship upon which he has grown to depend.

Mr. O'Brien, who has charge of the kits, studies carefully all data supplied him by salesmen. From this, he picks the major selling points and supports and emphasizes them with maps, charts, graphs and photographs. Copy is inserted only where it is necessary. Although a property, or any product for that matter, may have several selling points, most of the exhibits support the two or three main issues upon which the sale is made. They must be arranged in order to get the cumulative effect of the series. He must see that the salesman is thoroughly versed in arguments thus presented and is able to back them up with clear and convincing sales talk.

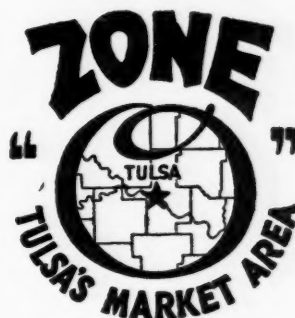
Your FIRST Market in Oklahoma Is ZONE "O"

—Tulsa's Market Area

—50 Mile Air-Line Radius

—500,000 Inhabitants

—Where one in every two persons



Reads—

The Tulsa Tribune

Tulsa's Leading Newspaper

EVENING

SUNDAY

SMALL, SPENCER & LEVINGS

PAYNE-HALL, INC.

New York - Chicago - Boston - Los Angeles - San Francisco - Seattle

MILLIONS

for ADVERTISING . . . but not One Cent for a Better LETTERHEAD!

We actually mean it! There are executives who willingly expend millions for advertising, and refuse to invest a penny in improving their business letterhead! Inconsistent? Well, rather! For your letterhead is advertising your business, whether you realize it or not. IS YOUR LETTERHEAD ALL THAT IT SHOULD BE? Let us send you the Monroe Portfolio—then judge for yourself. No obligation. Merely pin this advertisement to your present letterhead, and mail to our nearest office.

MONROE LETTERHEAD CORPORATION

1008 Green St.,
Huntsville, Ala.

165 N. Union St.
Akron, Ohio

8% WITH SAFETY

Checks mailed every 6 months

On sums of \$100 and up and monthly savings. Let us send you information about this safe and high yielding investment. Your money draws interest from date received. You may withdraw your funds with earnings at any time upon 30 days' notice. Operating under supervision State of Texas. Approved First Mortgage security, Building and Loan Certificates are unquestionably the safest form of American investment. Business by mail—no matter where you live. WRITE FOR FREE BOOKLET.

Standard Bldg. & Loan Assn.

Authorized Capital \$5,000,000.00
742 Burkburnett Bldg. Fort Worth, Texas

Mr. President

An EXECUTIVE is available WITH MANAGERIAL, SALES MANAGEMENT, AND ADVERTISING EXPERIENCE, with COURAGE, VISION, VITALITY, BALANCE and INITIATIVE. Age 42, technical graduate.

With excellent credentials covering 20 years' diversified experience, both Domestic and Foreign. Has occupied positions of trust in New York, Chicago, San Francisco and St. Louis. Is an accredited organizer, sales manager and correspondent. Has had excellent experience in management, manufacturing, sales, advertising, credits, etc.

Is not expectant that past earnings can be duplicated, at least for some time, but seeks a reasonable return and an opportunity for permanent connection with some established, progressive concern.

Past record as to ability, character, industry and capacity will bear close scrutiny.

YOU may be conservative. However, this may be just the man YOU have been looking for.

It will cost YOU nothing to inspect my past record. LET'S GET ACQUAINTED.

Write P. B. WALDIN, 1236 Wal-Iron Avenue, St. Louis, Mo.

Where Can We Find Good Salesmen?

(Continued from page 234)

The sales manager who employs salesmen on a strictly commission basis usually feels he has no actual control over them; that if one declines to work more than three hours a day, four days a week, nothing can be done. The sales manager does have control over his men under such circumstances to the extent that he is the employer and can decline to employ or retain anyone who refuses to apply himself as diligently in selling as he would if he were working on a salary.

We stress this point in interviewing applicants. We tell them frankly that if they join our organization they must work full time and that if they don't care to work full time we don't care to employ them. Getting them started right is more than half the battle. Thereafter we keep them reminded of the necessity of working a full day and a full week, usually by examples and indirect suggestions, rather than by commands.

The great majority of our salesmen stick and succeed and I believe that this emphasis on consistent work is the chief reason they do so. In looking over the list of all-star salesmen for 1925, I find that twelve of the fourteen are still with us, one is dead, and the other was promoted to branch manager.

Becomes Cullen Company

Effective August 1, the Robert E. Ward Company, publishers' representatives of Chicago, Detroit and New York City, will change its name to John W. Cullen Company. Mr. Cullen has been president of the company since the death of Mr. Ward in 1922. Headquarters are now located in the Willoughby Tower, Chicago.

Plan Paper Campaign

A nation-wide campaign has been planned by the Crown Zellerbach Corporation of San Francisco, to advertise their products—paper towels, toilet tissues and paper sundries. Batten, Barton, Durstine & Osborn of New York City is handling the account.

Acoustic Names Noble

Lester Noble, formerly president of the Federal Radio Corporation, Buffalo, has been appointed general sales manager of the Sonora radio division of the Acoustic Products Company.

Heads Jell-Well Sales

Fred J. Silk has resigned as sales manager of the Jell-Well Dessert Company, Los Angeles, being succeeded by Herman Reynolds, for the past two years in charge of the San Francisco office.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALESMEN WANTED

EXPERIENCED ADVERTISING SALESMAN wanted by long-established and nationally known weekly newspaper. Must know agency methods and be familiar with national accounts. Give full details, including experience, age, salary, etc. Correspondence strictly confidential. Box 820, Sales Management, 420 Lexington Ave., New York, N. Y.

SALESMEN WANTED

FORTUNE IN AIRPLANE SALES—UNDER this plan a salesman should sell at least one Eaglerock a month—a net monthly income for him of from \$1,000 to \$1,500. Our two weeks' free sales training course makes you ready to get the money. We equip salesmen who qualify with a free demonstrator Eaglerock. You can offer buyers an easy plan of time purchase. Write for details. Alexander Aircraft Co., Dept. 16, Colorado Springs, Colo.

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Weekly Kansas City Star (if Daily is used)	2.02
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